

UF - HAMILTON - ARENA/SKATING RINK
FEASIBILITY STUDY

WESTDALE LIBRARY

CA 40N HB-A10⁹⁵⁵ EST
HAMILTON, ONTARIO L8S 1K9

89C 33

Library Reference Copy

Preliminary {

CITY OF HAMILTON
ARENA/SKATING RINK
FEASIBILITY STUDY

CITY OF HAMILTON
ARENA/SKATING RINK
FEASIBILITY STUDY

LIST OF VISIONS
LIST OF APPENDICES
STUDY PURPOSE

1.0 COMMUNITY PROFILE

- 1.1 Population Analysis
- 1.2 Development Patterns and Forecasts
- 1.3 Growth Areas
- 1.4 Recreation Planning Document Review

2.0 EXISTING ARENA RESOURCES AND INTENTIONS

- 2.1 Recent Facility Development History
- 2.2 Inventory
- 2.3 Area Arena Facilities
- 2.4 Hamilton Serving Facilities
- 2.5 Facility Evaluation
- 2.6 Operating Status
- 2.7 Supply Demands
- 2.8 Summary
- 2.9 Capacity Utilization
- 2.10 Arena Use Costs

3.0 PUBLIC INPUT

- 3.1 Public Meetings
- 3.2 User Group Events
- 3.3 Arena Staff Input
- 3.3.1 Private
- 3.3.2 Public

DRAFT

AUGUST, 1989

4.0 ARENA NEEDS EVALUATION

CUMMING COCKBURN LIMITED
F.J. GALLOWAY AND ASSOCIATES INC.

- 4.1 Specific Ice Time Requests
- 4.2 Ice Time Needs Assessment

5.0 STRATEGIC CONSIDERATIONS

- 5.1 Conclusions
- 5.2 Goals and Objectives

CITY OF HAMILTON
ARENA/SKATING RINK
FEASIBILITY STUDY

T A B L E O F C O N T E N T S

LIST OF FIGURES
LIST OF APPENDICES
STUDY PURPOSE

1.0 COMMUNITY PROFILE

- 1.1 Population Analysis
- 1.2 Development Patterns and Forecasts
 - 1.2.1 Growth Areas
- 1.3 Recreation Planning Document Review

2.0 EXISTING ARENA RESOURCES AND INVENTORY

- 2.1 Recent Facility Development History
- 2.2 Inventory
- 2.3 Area Arena Facilities
- 2.4 Hamilton Serving Facilities
- 2.5 Facility Evaluation
- 2.6 Servicing Ratios
- 2.7 Supply Standards
- 2.8 Summary
- 2.9 Capacity Utilization
- 2.10 Arena Ice Users

3.0 PUBLIC INPUT

- 3.1 Public Meetings
- 3.2 User Group Briefs
- 3.3 Arena Staff Input
 - 3.3.1 Private
 - 3.3.2 Public

4.0 ARENA NEEDS EVALUATION

- 4.1 Current Use Analysis
- 4.2 Population Age and Ice Activity Trends
- 4.3 Specific Ice Time Requests
- 4.4 Ice Time Needs Assessment

5.0 STRATEGIC CONSIDERATIONS

- 5.1 Conclusions
- 5.2 Goals and Objectives

- 5.3 Strategy Development
- 5.4 Strategic Alternatives
 - 5.4.1 No Additional Public Facilities
 - 5.4.2 Minimal Service Strategy
 - 5.4.3 Enhanced Servicing Scenario
 - 5.4.4 Optimum Servicing Scenario
- 5.5 Preferred Strategy
- 5.6 Facility Location and Project Scheduling
- 5.7 Multi-Use Considerations
- 5.8 Non Prime Time Utilization
- 5.9 Strategic Recommendations

6.0 IMPLEMENTATION PROGRAM

- 6.1 Phase I - West Mountain Twin Pad Arena
 - 6.1.1 Implementation Strategies
 - 6.1.2 Program Schedule
 - 6.1.3 Facility Profile
 - 6.1.4 Estimated Capital Costs and Funding
 - 6.1.5 Five Year Operating Pro Forma
- 6.2 Phase II - Skating Centre
 - 6.2.1 Implementation Strategy
 - 6.2.2 Program Schedule
 - 6.2.3 Facility Profile
 - 6.2.4 Estimated Capital Costs and Funding
 - 6.2.5 Five Year Operating Pro Forma
- 6.3 Phase III - East Mountain Twin Pad
 - 6.3.1 Implementation Strategy
 - 6.3.2 Program Schedule
 - 6.3.3 Facility Profile
 - 6.3.4 Estimated Capital Costs and Funding
 - 6.3.5 Five Year Operating Pro Forma

7.0 OUTDOOR ARTIFICIAL SKATING RINK

- 7.1 Need Assessment
- 7.2 Facility Profile
- 7.3 Location
- 7.4 Capital Costs and Funding
- 7.5 Five Year Operating Pro Forma
- 7.6 Project Timing

8.0 CANDIDATE SITE EVALUATION

- 8.1 Phase I - West Mountain Twin Pad
- 8.2 Phase II - Skating Centre
- 8.3 Phase III - East Mountain Twin Pad

9.0 SUMMARY OF RECOMMENDATIONS

LIST OF FIGURES

<u>FIGURE</u>	<u>FOLLOWS PAGE</u>
1	Existing Arena Facilities
2	West Mountain Twin Pad Program Schedule
3	Skating Centre Program Schedule
4	East Mountain Twin Pad Program Schedule
5	Candidate Sites for Future Arena Development
6	Site Evaluation - Proposed Arena Facility

LIST OF APPENDICES

APPENDIX 1 -	Utilization of City Owned Arenas by User Groups
APPENDIX 2 -	Evaluation of Existing Municipal Arena Facilities
APPENDIX 3 -	Photographs of Five Candidate Facility Sites

STUDY PURPOSE

This Indoor Arena and Artificial Outdoor Skating Rink Feasibility Study is a planning program designed to achieve three objectives:

- . The need for indoor arenas and an artificial outdoor skating rink in the City of Hamilton both in the short and long terms;
- . The preferred site(s) for these facilities if they are to be developed;
- . The integration and relationships of these facilities with other park and recreation facilities;

This planning program has solicited considerable input from the community at large and users of these types of facilities. Public meetings, organized user groups briefs and meetings, facility visitations, site evaluations, City staff interviews and meetings, regional contacts and various other specific analyses were undertaken.

1.0 COMMUNITY PROFILE

1.1 Population Analysis

The City of Hamilton 1988 assessed population is estimated at 307,160. Statistics Canada reveals that this figure represents a decrease of 4,843 over the twelve year period between 1976 and 1988.

Table 1-1 illustrates a trend toward an aging population, a reduction in school aged children, and an increase in the birth rate over the period from 1981 to 1986. An overall decrease in population was experienced during that time of 1,415 people. This decrease is partly due to high levels of negative net migration between 1971 and 1986, peaking between 1976 and 1981, at an average of minus 2,663 net migrants per year. The trend toward smaller household size has also affected the total population in the lower city, where there is little developable land. Net out migration from Hamilton averaged 1,600 persons per year between 1981 and 1986, which is more rapid than the annual net out-migration of 875 person assumed in the 1981 review.

TABLE 1-1

HAMILTON AGE/SEX STATISTICS

SEX AND AGE GROUP	MALE		FEMALE		TOTAL	
	1981	1986	1981	1986	1981	1986
0-4	9840	9815	9360	9645	19200	19460
5-9	9950	9145	9555	8935	19505	18080
10-14	11210	9430	10725	9335	21935	18765
15-19	13915	10765	13555	10880	27470	21645
20-24	15200	14310	15530	15245	30730	29555
25-34	24575	26315	25255	26340	49830	52655
35-44	16555	18980	16930	19275	33485	38255
45-54	17130	15345	17815	16110	24945	31455
55-64	15765	16740	17195	18230	32960	34970
65-69	5680	6540	6775	7315	12455	13855
70+	9005	9595	14925	16680	23930	26275
TOTAL	148825	146980	157620	157990	306030	304970

POPULATION PROJECTIONS:

The future population of the City of Hamilton is expected to continue to increase from 307,200 in 1988 to 310,700 in 2006. Migration losses are projected to be more moderate than those which occurred in the 1971-1986 period because of employment growth in the widerregional area, improvements in the quality of life, and the existence of good housing.

There will be a continued increase in the adult age groups, a significant increase in the senior section of the population, and a continued strong birthrate. The upward swing in births will also regenerate the school aged population which over the next few years which is expected to increase due to the number of births.

TABLE 1-2

PROJECTED POPULATION - CITY OF HAMILTON 1988 - 2006

**Calculation of Households by Age Group and Sex
Hamilton, 1988-2006**

	1988			1991			1996			2001			2006		
	Pop.	Hr.	Hhld.	Pop.	Hr.	Hhld.	Pop.	Hr.	Hhld.	Pop.	Hr.	Hhld.	Pop.	Hr.	Hhld.
Male															
0-14	28,137	0.0	0	28,840	0.0	0	29,455	0.0	0	28,840	0.0	0	26,535	0.0	0
15-24	23,098	16.6	3,834	20,690	16.7	3,455	18,935	16.7	3,162	18,660	16.8	3,135	19,435	17.0	3,304
25-44	47,203	75.2	35,497	49,510	75.3	37,281	49,275	75.5	37,203	46,935	76.1	35,718	42,490	76.2	32,377
45-59	23,014	87.6	20,160	23,040	87.7	20,206	25,040	87.8	21,985	28,395	88.1	25,016	32,985	88.4	29,159
60-64	8,298	88.3	7,327	7,770	88.4	6,869	6,890	88.5	6,098	6,640	88.6	5,883	7,375	88.6	6,534
65+	18,447	83.8	15,459	19,905	83.9	16,700	21,330	84.0	17,917	21,495	84.2	18,099	21,275	84.2	17,914
Total	148,197	55.5	82,277	149,755	56.5	84,511	150,925	57.5	86,365	150,965	58.7	87,850	150,095	60.1	89,288
Female															
0-14	27,271	0.0	0	27,730	0.0	0	28,180	0.0	0	27,415	0.0	0	25,200	0.0	0
15-24	23,592	12.5	2,949	20,585	12.6	2,594	18,375	12.7	2,334	18,025	12.8	2,307	18,760	13.1	2,458
25-44	48,568	27.9	13,550	51,275	28.0	14,357	50,960	28.1	14,320	47,855	28.2	13,495	43,050	28.4	12,226
45-59	24,341	25.8	6,280	24,190	25.9	6,265	26,380	25.9	6,832	30,235	26.0	7,861	34,690	26.3	9,123
60-64	9,159	32.8	3,004	8,610	32.9	2,833	7,610	33.0	2,511	7,335	33.2	2,435	8,155	33.3	2,716
65+	26,032	49.7	12,938	28,090	49.9	14,017	30,125	49.9	15,032	30,715	50.0	15,358	30,740	50.0	15,370
Total	158,963	24.4	38,722	160,480	25.0	40,066	161,630	25.5	41,029	161,580	25.8	41,456	160,595	26.2	41,893
Tot.(M+F)	307,160		120,998	310,235		124,577	312,555		127,394	312,545		129,306	310,690		131,181
Persons per hhd.			2.539			2.490			2.453			2.417			2.368

Source: Hamilton-Wentworth Planning and Development Department, 1988.

NOTE: Stats Canada, 1986, reported a total of 117,930 private households in the City of Hamilton.

As Table 1-2 indicates, the number of households in Hamilton is expected to increase along with the increase in population. As the trend to larger numbers of smaller households increases however, the overall population will stabilize around the year 2001, while the number of households will continue to increase.

ETHNICITY

A review of Statistics Canada Census data for 1986 reveals that among the segment of Hamilton's population possessing a single ethnic origin, the vast majority were of British decent (106,305 persons), followed by Italian (27,360), French (8,365), Polish (7,605), German (7,260), Ukrainian (5,105), Dutch (4,330), South Asian (2,580), Chinese (2,505), Black (2,245), Jewish (1,675) and Aboriginal (1,420). An additional 32,810 people identified their ethnic background as single origin although no single group accounts for more than 3,600 persons. The remainder of the population identified their ethnic background as multi-origin.

1.2 Development Patterns and Forecasts

A review of Hamilton - Wentworth Planning and Development data reveals that since 1976, Family and Non-Family households have been increasing in the area. Table 1-3 illustrates this trend for the period between 1976 and 1986.¹

¹Population - Projections 1989 - 2006

Hamilton - Wentworth Planning and Development Department
Strategic Planning Division (March, 1989)

TABLE 1-3

GROWTH OF FAMILY AND NON-FAMILY HOUSEHOLDS
HAMILTON-WENTWORTH, 1976 - 1986

Household Type	1976	1981	1986	%CHANGE 1976-1986
Family Household	107,100	109,200	113,000	6.3
Non-Family Household	29,100	38,000	41,800	43.6
TOTAL	136,200	147,200	155,600	14.2

The same trend is apparent when reviewing building permit activity for the City of Hamilton. In 1981 a total of 2,765 residential permits were issued, while in 1988 there were 4,006 permits issued. This represents a 45% increase in permit issuance over the seven year period. In terms of dollar value, this increase amounted to a substantial change from \$23.4 million dollars in 1981, to a total of \$155.2 million in 1988.²

²City of Hamilton Department of Buildings

1.2.1

Growth Areas

The statistics compiled from the 15 planning units in the City of Hamilton show several obvious growth areas. The growth and decline areas are directly related to their location above or below the escarpment.

The planning units below the escarpment show a projected decline in population. This decline is due to a limited supply of land available for new development, a continuing decline in housing size as a result of an aging population, and the high level of out-migration taking place.

In the lower city, planning unit #61 has shown significant growth since 1981, this is due to the availability of land in the area.

If the remainder of the lower city is to continue to grow, the decline in household size must level off. Also, infill development, redevelopment and renovation to existing buildings is needed to ensure appropriate housing stock.

The upper city has experienced most of the growth in Hamilton since 1981 and is projected to increase another 11% between the years 1988-2006.

Planning units which will show significant growth are #75 and #76 due to the availability of developable land in the area.³

³Hamilton - Wentworth Planning and Development Department

TABLE 1-4

UPPER AND LOWER CITY GROWTH CHARACTERISTICS

	<u>Lower City</u>	<u>Upper City</u>
1988 Population:	186,600	120,600
1988 Households: (estimated)	78,500	42,500
2006 Population: (estimates based on most likely growth scenario)	177,200	133,500
2006 Households:	80,000	51,200

1.3 Recreation Planning Document Review

Two planning studies have been reviewed for their relevance to the arena and outdoor skating rink feasibility study.

Lesiure Master Plan, City of Hamilton, 1985

In 1985, Du Toit and Associates Inc. undertook the development of a Leisure Master Plan for the City of Hamilton.

The background analysis indicated the following in 1985:

- . little or no prime time ice available where as non-prime time ice is considerably underutilized;
- . declining attendance for public skating;
- . community interest expressed for power skating, learn to skate;
- . skating has not developed a strong association with fitness as has swimming and thus is considered more of a social experience;
- . promotion is needed to increase utilization of public skating programs;
- . 25% of all Culture and Recreation attendance occurs at the eight arenas, which includes on and off ice participants;
- . public school board had cut back on ice reserved for curriculum use.

Related to trends and future directions, the Plan highlights the following:

- . organization of minor hockey is a model that could be encouraged for other use groups whereby the volunteers deliver the program and the city acts as a facilitator;
- . decline in skating participants indicates that the program needs evaluation and needs to be more targeted;
- . an aging population will cause youth oriented growth to stabilize or to decline and a need for greater adult participation has to be planned for;
- . more non-prime time ice programs and services need development.

The goals for the arena operations were proposed as follows:

- . support existing community organizations;
- . plan for greater adult participation;
- . development and promotion of public skating;
- . development of programs for non-prime use.

Arenas Business Plan, 1988

In late 1987 and early 1988, the arena managers and the division of Community and Special Services of the Department of Culture and Recreation prepared a Business Plan for the arena operations.

As a final step, a program review and evaluation was completed. The key results were:

- . minor hockey for boys has been a priority, while girls have been neglected due to assumptions that ringette is the girls' equivalent;
- . there is increasing need to service the growing number of retirees which reflect a demographic movement to an aging population;
- . fitness emphasis as a societal value could be incorporated in skating and related arena based programs;
- . proliferation of public funding demands limit the funds available;
- . retrofitting and maintenance costs of facilities escalating;
- . user groups not only cover large numbers of individuals, but also can be small sized groups with specialized interests.

The arena managers' interpretation of ice requirements and their current service levels are reproduced below.

<u>Program</u>	<u>Ice Requirements</u>	<u>Service Level</u>
Pleasure and Public Skating	Moderate	Poor
Skating Instruction	Moderate	Fair
Minor Hockey (boys)	Heavy	Good+
Minor Hockey (girls)	Light	None
Ringette	Moderate	Good
Adult League	Moderate	Poor
Special Events	Periodic	Good
Figure Skating	Moderate	Fair
High School Sports	Moderate	Good
College/Universities	Light	Poor
Open Rental/Practices	Heavy	Poor
Speed Skating	Light	None

The report goes on to indicate the following:

- . virtually no arena has unutilized prime time ice hours;
- . difficult to achieve public skating standard for ice availability due to minor hockey usage;
- . little opportunity to foster new or other prime time ice activities as the ice is fully booked by minor hockey and ringette in most locations;
- . a broad set of community needs and interests are not being served due to historical use by minor sports.

- . a better balance of utilization between subsidized and full fee groups is needed to reduce deficits;
- . volunteers need ongoing support;
- . policy standards on arena use need extension beyond public skating;
- . involvement of the private sector is needed;
- . non-prime time utilization needs increasing;
- . adult and family program requires upgrading;

The groups' recommendations were:

- . more ice surfaces required to meet demands;
- . balancing of minor hockey utilization across the arenas is needed to effect better service;
- . moderate increases in fees and charges needed to offset a lack of growth in tax funding;

Overall the report and its supporting analysis indicates a very fixed supply of ice, dominated by long established groups with little or no flexibility to service broader or emerging community needs and interests unless additional ice resources become available.

2.0 EXISTING ARENA RESOURCES AND UTILIZATION

2.1 Recent Facility Development History

Within the City of Hamilton, no new municipal arenas have been built since 1977-78; when Rosedale and Lawfield Arenas were added to the service system over the past eleven years therefore, no additions in city arena resources have come on stream to serve:

- . growth in female participation via ringette, girls hockey;
- . development of growth of new organized skating activities;
- . strong growth in men's adult hockey.

Related to Hamilton serving arenas, only the Dofasco Twin Pad facility (1983-84) was added to the inventory in the last decade.

Hamilton has not developed arena resources for over a decade and only limited additions have come externally: Although youth population groups are in decline, the growth in adult ice use and growth of new types of ice based activities has occurred with adult hockey being the main thrust.

The following are the relevant arena construction dates:

Dofasco Twin Pad	1983/84
Lawfield	1978
Rosedale	1977
Wentworth Plus 1	1974
Barton Double Rinks	1973
Wentworth A	1972
Wentworth B & C	1971 (converted curling rink)
Trinity Double Rink	1970
Mountain	1965
All other City Arenas prior to 1960.	

The dates of construction indicate a considerable gap before 1970, followed by eight private pads in five years, followed by two city pads in the late 70's and then an eleven year period of non-development.

2.2 Inventory

The City of Hamilton owns and operates eight single pad community based arenas plus the major spectator/event oriented Copps Coliseum. In addition, one twin pad privately owned and operated arena exists on Barton Street. Therefore, within the City, eleven indoor ice surfaces exist to support minor hockey, adult hockey, figure and club skating, public skating, ringette, broomball, casual ice rentals and special event activities in winter, plus summer activities such as minor hockey and hockey schools, figure skating, lacrosse, summer playground activities, roller skating and special event uses.

Figure 1 illustrates the distribution of these facilities. Table 2-1 consolidates the pertinent information relative to the type, age, location and utilization of the inventory.

2.3 Area Arena Facilities

In a regional context, there are five sets of municipal arena facilities, plus three privately owned facilities. The municipal supply involves one twin pad in Burlington plus ten single pads. The private suppliers have eight individual surfaces. However, two pads at Wentworth Triple Rinks are well below contemporary size requirements and are scheduled to close. Therefore only six private ice pads are functional. Collectively this represents an additional eighteen ice surfaces that are within commuting distance of Hamilton.

Interviews were held with five neighbouring municipalities related to five points:

- . arena resources in their municipality;
- . utilization levels overall;
- . Hamilton based utilization;
- . future plans;
- . viewpoint on impact of a new arena facility in Hamilton on their arena utilization.

TABLE 2-1

PRIVATE AND PUBLIC ARENA RESOURCES PROFILE

Arena	Owner	Location	Year Built	Pad(s) Size	Other Facilities	Key Uses/ Users (1986-89)
Mountain Arena	City of Hamilton	25 Hester St.	1965	87' x 192' (Jet ice)	- large seating (spectators) area for 2100 people - Community/meeting room with capacity for 180 people	Minor Hockey Public Skating Schools
Rosedale Arena	City of Hamilton	100 Greenhill (Kings Forest Park)	1977	87' x 185'	- spectator area for 500-550 people - Community/meeting room for 135 people	Minor Hockey Public Skating Adult Shinney Rental
Lawfield Arena	City of Hamilton	150 Falstone	1978	87' x 192'	- Community room with capacity for 120 people	Minor Hockey Public Skating Schools Rental
Scott Park	City of Hamilton	Cannon St. East	1950's	75' x 175'	- adjacent to secondary school - indoor pool on same site as school/arena	Minor Hockey Public Skating Schools Rental
Parkdale Arena	City of Hamilton	1770 Main St.	1950's	85' x 185'	- outdoor pool, wading pool and park area - coach's room for 40-50 people	Minor Hockey Public Skating Rental
Coronation Arena	City of Hamilton	81 Macklin St.	1950's	85' x 185'	- outdoor pool, wading pool and park area - coach room for 40-50 people	Minor Hockey Public Skating Adult Shinney Rental

TABLE 2-1

Arena	Owner	Location	Year Built	Pad(s) Size	Other Facilities	Key Uses/ Users (1986-89)
Inch Park	City of Hamilton	400 Queensdale	1950's	85' x 185'	- outdoor pool, wading pool and park area - coach's room for 40-50 people	Minor Hockey Public Skating Adult Shinney Ringette
Eastwood Arena	City of Hamilton	111 Burlington St. E.	1950's	85' x 185'	- park area adjacent to arena one large meeting room	Minor Hockey Public Skating School Adult Shinney Rental
Barton Double Rinks	Private	1911 Barton St. E.	1973	85' x 185' 85' x 185'	- lounge, pro shop, - heated viewing area - seating for up to 600 spectators	Adult Hockey Rentals
Trinty Double Rinks	Private	Ancaster	1970	85' x 185' 85' x 185'	- lounge, pro shop, - seating uyp to 600 spectators - heated viewing area	Adult Hockey Huskies Rentals
Wentworth Triple Rinks	Private	Ancaster	A 1972 B 1971 C 1971 Plus 1974	85' x 190' 78' x 150' 78' x 150' 85' x 190'	- lounge, pro shop, - seating for up to 1000 spectators	Adult Hockey Figure Skating Rentals
Dofasco Recreation Centre Arenas	Private	Stoney Creek	1983/84	85' x 200' 85' x 200'	- major outdoor sportfield and recreation complex	Minor Hockey Adult Hockey Figure Skating Ringette Special Events & Pleasure Skating Use is restricted Dofasco employees and guests only

Ancaster - 18,000 population

- . one single pad arena;
- . prime time at capacity;
- . few non-prime time hours rented;
- . one hour a week rented to one Hamilton group;
- . 95% of all users are from Ancaster;
- . new Hamilton arena would have no impact;
- . planning a new arena - single pad within 2 to 3 years;
- . 6 private surfaces in Town, Triple Rinks used for men's hockey; use 30 hours a week at Trinity; Town request for 15 additional hours a week turned down.

Dundas - 20,000 population

- . 2 single pad arenas:
 - Olympic - 250 seats
- year round ice
 - Dundas - 1300 seats
- 8 months ice
- . mainly Dundas residents, some west Hamilton residents, particular from McMaster due to location;
- . good daytime use by McMaster, 15 hours per week; plus intramural program; McMaster intramurals represents 112 hours a year;
- . new Hamilton facility would not affect prime time utilization due to large number of users, but would affect non-prime time significantly if McMaster (intramural) use was absorbed;
- . no plans for any new arena facilities.

Stoney Creek - planning for 50,000 people.

- . 2 single pad arenas;
- . very minimal Hamilton use;
- . own municipal pressures cannot be handled now let alone outside users;
- . minor hockey already goes to 11 p.m.;
- . facilities are community based:
 - 2 boys hockey leagues;
 - 2 figure skating clubs;
 - 1 women's hockey league; one-third are Hamilton residents as there is no Hamilton women's hockey league;
 - Junior B team.
- . policy is to rent to Stoney Creek groups first;
- . currently doing indoor pool/arena feasibility study; pool top priority then perhaps a new arena in possibly 2 to 4 years;
- . new Hamilton facilities will have no impact.

Grimsby - 15,000 population

- . one single pad arena;
- . little Hamilton use, up to 5 one hour rentals per week;
- . no immediate plans for new facilities;
- . no impact foreseen if Hamilton adds facilities.

Burlington - 120,000 population

6 arena facilities

- Mainway - 2 years old;
 - twin pad, year round;
 - community room;
 - no Hamilton use in winter;
heavy use by Hamilton residents
(youth and adult) in summer.
- Kiwanis - single pad
- Nelson - single pad
- Mountainside - single pad
- Skyway - single pad
- Central Burlington - single pad;
 - 1500 seats;
 - Junior B team;
 - Junior Lacrosse in summer.

allow up to 3 non-residents per team for winter adult hockey; rosters are checked;

non-residents are a small group;

spot/random rentals are primarily from Burlington, a few from Hamilton; casual rentals are scheduled only from 10 p.m. to midnight;

Burlington users/players and renters always get first choice;

summer hockey: 25 to 30% from Hamilton;

new Hamilton facility will have no winter use impact, could effect summer use;

no plans for any new arena facilities.

Based on these comments, Hamilton residents use is confined to three areas:

- . McMaster use of non-peak time at the Dundas arena;
- . participation in a Women's Hockey League in Stoney Creek due to a lack of opportunity in Hamilton;
- . participation in summer hockey at Burlington's Mainway Twin pad.

No neighbouring community anticipates any prime time impact from a new Hamilton facility as all feel pressured now servicing their own municipal users. Two non-prime time impacts were noted related to the McMaster use of Dundas Arena and summer ice use in Burlington.

Only two new single pads were in the planning stages, one on each side of Hamilton, in Stoney Creek and Ancaster.

Overall it would appear that a new Hamilton facility will not negatively impact other municipal suppliers.

For the private suppliers the following user patterns were established:

- | | |
|------------------|---|
| Dofasco | <ul style="list-style-type: none"> - only Dofasco employees and staff; - no ice available; - no impact on its programs if additional Hamilton facilities were developed. |
| Wentworth Plus 1 | <ul style="list-style-type: none"> - mostly Hamilton users; - new arena would have a dramatic impact; - future already unclear without added competitive pressure. |

- Barton/Trinity - mostly Hamilton users;
 - one of two rinks would have to close
 if a new Hamilton facility developed.

2.4 Hamilton Serving Facilities

Based on this inventory, there are currently twenty eight ice pads in the Hamilton area. Discussions with all municipalities indicate that Hamilton resident use is significantly limited due to local needs. Some municipalities have policies and team roster checks to enforce this residency requirement.

As a result, only sixteen pads are available to Hamilton residents, eight in the City and eight outside. Relative to the outside supply, two pads at Dofasco do not support public use as they are exclusively Dofasco employees and families which are mostly Hamilton residents. Dofasco operates a hockey program, (both adult and minor leagues), figure skating and so forth. Therefore, they function much like a municipal arena but with a limited target group. Based on employee data and assumed facility sizes, approximately 20,000 eligible people can use this facility of which, approximately 12,000 would be Hamilton residents. Currently 5500 people utilize the facility through to clubs and programs which represents approximately 3300 Hamiltonians. Considering these numbers, the Dofasco Centre contributes the equivalent of one pad to the Hamilton based supply system.

The private facilities external to the City have six pads of which two are significantly substandard. They also serve users from the wider region. Trinity Arena is a considerable distance from the Hamilton population. The facility manager acknowledges the facility has had significant financial difficulties. Its long term future is clearly uncertain and its Hamilton service base is focused in city-wide activities such as competitive minor hockey and adult hockey. It is not an area or community based facility.

Wentworth Triple Rinks has four pads, two of which are substandard. The facility is located almost on the Ancaster-Hamilton border in Ancaster. In an interview, the owners indicated the facility is financially vulnerable. Due to the loss of a contract for the Huskies Minor Hockey Competitive Program to Trinity Arena, the two substandard surfaces are scheduled to close. The financial viability of the facility is not strong or clear. Alternate land uses for the site are under active consideration.

In supplying Hamilton residents, only four private pads are viable and two of these have a history of bankruptcy.

The central issues for these two private facilities is clear relative to Hamilton:

- . neither will achieve any community focus i.e., neighbourhood association affiliation as they are outside the City of Hamilton;
- . they have to rely on city wide type users such as adult hockey, figure skating, competitive minor hockey and casual rentals;

. their significantly higher pricing schedule due to a totally different cost structure reduces their competitiveness;

. their noticeably lower facility quality and housekeeping also results in a loss of competitiveness.

Considering the commentary on Dofasco and the six private pads outside the City of Hamilton that have Hamilton servicing capabilities, only one Dofasco and four private pads are reasonable to consider as part of the Hamilton arena supply system. Of the four private pads, two have no long term perspective and are poorly located, and two are comparatively poorly maintained. All four are used by a regional audience and are therefore not totally available to Hamilton users.

Based on this assessment, the eight external ice surfaces provide the approximate equivalent of three municipal facilities for Hamilton residents.

Inside the City of Hamilton there are eleven ice surfaces. Eight are operated by the City of Hamilton Department of Culture and Recreation and one, the Copps Coliseum is operated by H.E.C.F.I. (Hamilton Entertainment Convention Facility Incorporated). The eight single pad facilities are clearly community based and therefore service Hamilton residents. The Copps Coliseum meanwhile, is not a community access facility. Ice at the Copps is rented at \$275.00 per hour and casual use is discouraged. Day rentals are \$6500.00 for the whole facility. Only two evenings a year are set aside for community use, one for minor hockey and one for ringette.

The facility is clearly an event centre with an ice surface, and does not provide substantive community based servicing opportunities for ice users.

Two private pads at the Barton Street Double Arena are available. They service city wide oriented users with limited community based activity. The clientele is Hamilton based.

The financial viability of the Barton Street Arenan appears to be better than the out of city private facilities. However, attempts have been made to sell the facility to Dofasco and others. Its long term availability is unclear, especially when consideration is given to other possible higher revenue generating land uses for the site.

Overall, ten in city and three out of city facilities have Hamilton serving capabilities. Four of the thirteen do not have either a viable or ensured long term future in the ice surface supply system.

2.5 Facility Evaluation

A five level evaluation system has been applied. It examined the following five criteria for each facility and/or pad:

- . surface sizing;
- . amenities
 - seating;
 - boards and glass;
 - dressing room size and showers;
 - concessions;
 - additional uses.

- . physical maintenance;
- . housekeeping;
- . parking and access.

Table 2-2 details the results of this evaluation. The evaluations were undertaken based on a visitation to the sites, interviews with operators/owners, user comments and comparisons to other arena facilities. For pad size and amenities the following were used.

- . pad size
 - 190 x 85 feet or better = optimum
 - 180 x 80 feet = community
 - less than 180 x 80 feet = small
- . amenities
 - excellent:
 - glass and plastic boards;
 - meeting room;
 - large dressing rooms with showers.
 - good:
 - glass;
 - concession;
 - meeting room;
 - reasonable dressing rooms
 - showers available.
 - modest:
 - glass;
 - concession;
 - meeting room;
 - smaller dressing room
 - shower available.
 - poor:
 - minimum amenities and ancillary facilities.

TABLE 2-2

Hamilton Servicing Arena Evaluation

	Pad Size(s)	Amenities	Physical Plant	Housekeeping	Parking Access	Overall (1 Worst: 5 best)
Coronation	Community	good	modest	good	good	3
Eastwood	Community	good	modest	good	good	3
Scott Park	Small	good	good	good	good	3
Parkdale	Community	good	modest	good	good	3
Rosedale	Optimum	good	good	good	good	4
Lawfield	Optimum	good	good	good	good	4
Inch Park	Community	good	modest	good	good	3
Mountain	Optimum	excellent	good	good	good	4
Dofasco	Optimum	excellent	excellent	excellent	good	5
Barton	Optimum	good	good	modest	good	2
Trinity	Optimum	good	good	modest	modest	2
Wentworth						
A	Optimum	modest	modest	poor	modest	2
B	Very Small	modest	poor	poor	modest	1
C	Very Small	modest	poor	poor	modest	1
plus	Optimum	modest	modest	poor	modest	2

The evaluation clearly breaks the inventory into five groups:

- 5 - Excellent
- 4 - Good
- 3 - Fair
- 2 - Needs Improvement
- 1 - Substandard

Excellent: - The only excellent facility is the Dofasco Twin Pad. It is clearly in a category of its own on all five dimensions except for possibly its location in Stoney Creek.

Although it only serves Dofasco employees and their families, most of those eligible are from Hamilton, therefore, it is an important supplier.

Good: - The City's other five arenas fall within this category. Four were outdoor facilities covered by metal structures and can only be used to 11 p.m. due to their locations in established neighbourhoods. Scott Park has been refurbished and is generally in the good category but its ice surface is small.

Needs Improvement: - This category addresses six of the eight private pads. The physical plants and housekeeping are clearly inferior and viewed by the public as significant detriments to use.

Trinity Arena is remote relative to the user groups. Wentworth has poor quality parking facilities. Dressing rooms are generally small and showers are of poor quality and size.

Substandard: - Pads B & C at Wentworth are only 150' x 75' and have a low ceiling based on the fact that the facility was designed for curling. The small size plus the overall facility evaluation results in a low rating.

2.6 Servicing Ratios

In 1988, the Hamilton population was estimated at 307,200 residents and a service population including the rest of the Region of Hamilton-Wentworth plus the City of Burlington, adds another 220,000 people.

Table 2-3 details indoor ice pad servicing ratios for various comparative perspectives.

TABLE 2-3

HAMILTON AND REGIONAL SERVICING RATIOS

<u>SERVICE AREA</u>	<u>POPULATION</u>	<u>SERVICE RATIOS</u>	
		<u>MUNICIPAL ARENAS ONLY</u>	<u>MUNICIPAL & PRIVATE</u>
Hamilton	307,200	38,400 (8)	30,720 (10)
. Lower City	186,600	37,320 (5)	26,657 (7)
. Upper City	170,600	40,200 (3)	40,200 (3)
Hamilton Resident Serving		38,400 (8)	23,630 (13)
Regional Area Only	220,000	18,333 (12)	12,941 (17)
Hamilton & Regional Area	527,200	26,350 (20)	18,829 (28)

Currently Hamilton has a municipal ice pad ratio of 38,400 residents per facility. On an in city basis ice pad basis, the ratio is one pad per 30,720 residents.

Considering the total arenas reasonably available to Hamilton residents, the combined ratio is one ice pad per 23,6730 residents.

When considering the described region, the ratio of municipal arenas to population is 1 to 18,333 residents and one ice pad per 12,222 residents. This latter ratio involves the two pads at Trinity, Wentworth and one pad at Dofasco.

On a combined Hamilton and area basis, the municipally owned ice pad ratio is 1 to 26,350 people, and the total ice pad to population ratio is 1 to 18,829.

The ratio data indicates that Hamilton is substantially below the other centres in servicing levels. The ratio is 47.7% higher in Hamilton than the rest of the area for municipally owned ice surfaces, and 42.1% higher when considering all arenas inside the wider geographic area.

When considering Hamilton Servicing Arenas, this ratio is the same for municipally owned ice surfaces and is 45.3% greater relative to the total ice pads serving Hamilton.

Clearly Hamilton residents whether considering Hamilton located ice facilities or Hamilton serving facilities, have one half the ice availability than that which exists in the rest of the regional area (Table 2-3).

The data further indicates that by lower and upper mountain areas, the upper area is less serviced by about 7.5% considering only city owned facilities, and by 35% when Barton Street Double Rinks is added to the lower area inventory.

Considering population trends of marginal decline in the lower area and significant growth in the upper area, any new facilities would be best located on the mountain.

Table 2-4 compares Hamilton to other communities.

TABLE 2-4

ARENA RESOURCE COMPARISONS

<u>CITY</u>	<u>POPULATION</u>	<u>NO. OF MUNICIPAL ICE PADS</u>	<u>OTHER ICE PADS</u>	<u>MUNICIPAL SERVICE RATIO</u>	<u>TOTAL SERVICE RATIO</u>
Burlington	120,000	8	-	1:15,000	1:15,000
Kitchener	154,000	8	1	1:19,250	1:17,111
London	285,000	14	2	1:20,357	1:17,812
Hamilton	307,200	8	2	1:38,400	1:23,630
Region of Hamilton- Wentworth	430,000	14	8	1:30,714	1:19,545
Region of Waterloo	350,000	19	1	1:18,420	1:17,500
Region of Halton	290,000	16	-	1:18,125	1:18,125

The data, on a municipally supplied basis, indicates that Burlington is providing more than twice the ice availability of Hamilton, Kitchener is exactly twice, while London provides approximately a third more.

Relative to total ice pads serving the area, Hamilton again trails all other comparative municipalities by a significant degree.

2.7 Supply Standards

Historically, many recreation facilities have been planned on a standards basis of "facilities per number of residents". In the 1970's, the Ministry of Culture and Recreation published a Recreation Facilities Standards Book. For arenas, a ratio of one facility per twenty thousand residents was utilized.

Applying the ratio to Hamilton at the municipally owned facility level would indicate a doubling of this servicing guidelines, (i.e.: 1:40,000) and a 50% higher ratio considering all Hamilton based facilities (i.e.: 1:30,000). Relative to Hamilton servicing ice surfaces a nearly 20% differential exists.

To day, absolute statistical standards are not solely relied upon in facility feasibility analyses. Need assessment based on trends in recreation activity, population, participation rates and so forth are introduced. It is a more market driven approach. These areas will be analyzed in other sectors of this report.

2.8 Summary

The supply of ice surfaces within and around Hamilton is unique and complex. The key factors are:

- . the role of private operators which are not commonly or universally applicable;
- . the role of a corporate facility for a substantial number of employees;

The physical supply assessment is clear on four points:

- . Hamilton is underserved compared to neighbouring and other communities;
- . the private facilities are of lower quality and have uncertain futures;
- . the mountain area of Hamilton is the most underserved area of the city;
- . the city facilities are of modest to good quality.

2.9 Capacity Utilization

2.9.1 Culture and Recreation Department Arenas

Table 2-5 examines the prime time/non-prime time utilization of city owned arenas for the years 1986/87, 1987/88, and 1988/89.

PRIME TIME/NON-PRIME TIME ICE UTILIZATION BY MUNICIPAL ARENA 1986 - 1989

Source: City of Hamilton Culture and Recreation Department

Prime time hours incorporates the following time frames:

.	Monday to Friday	6 p.m. to 11 p.m.
.	Saturday	7 a.m. to 11 p.m.
.	Sunday	7 a.m. to 11 p.m.

Prime time is the most critical measure of utilization. It represents the time frame when users are free to participate. The concept of prime time is developed based on school times, predominant work schedules for adults, travel time considerations and reasonable "end of day" use. In Hamilton, most arenas are restricted at night due to a city noise by-law, resulting in closing times during the week of 11 p.m. for four arenas, and midnight for three others.

Non-prime time hours are available for very targeted activities:

- . ice maintenance;
- . mom and child skating;
- . seniors skating;
- . skinny hockey;
- . shift workers.

These are smaller groupings, with narrow scope and as a result, less utilization is viable.

Also, the data in Table 2-5 indicates that relative to prime time, that only once in three years has any municipal arena fallen below 90% utilization. This was at Coronation in 1988/89 where prime time utilization was at 89%. For the three years noted above, the prime time utilization rate was very

consistent at 97.0% in 1987/88 and 1988/89, and 98.3% in 1986/87. However in that year Scott Park was closed for repairs putting pressure on the other sites.

For non-prime time, the key utilization feature is variability by arena by year. Utilization has averaged 31.6% over the three years, ranging from 20.5% in 1988/89 to 51.9% in 1987/88.

Overall, for the three years, the utilization rate was 64.6%, 97.4% in prime time, and 31.6% in non-prime time.

The three arenas in the mountain area are heavily utilized. Inch Park has been 100% utilized for prime time over the three years, while Lawfield and Mountain are at 99%. Only two of the lower mountain areas are at this level.

Tables 2-6 to 2-13 outline individual arena utilization by day of the week for each of the three years.

The data is very consistent. Over 54% of prime time hours utilized are on weekends, with 46% during the week.

It is also evident that by year, and by facility, the utilization is consistently evenly spread out by week day for prime and non-prime time. No apparent openings appear to exist on any days in the individual arenas. The utilization pattern is extremely consistent. Other than week day, daytime, no blocks of ice time are available.

One variation in the utilization pattern occurred in 1987/88 when the City was able to achieve higher non-prime utilization, nearly twice that of 1986/87. This higher level was not sustained in 1988/89.

TABLE 2-6

PRIME TIME/ON-PRIME TIME ICE UTILIZATION FOR CORONATION ARENA 1986 - 1989

AREA and USE GROUP	1986-87				1987-88				1988-89				1986-89																
	Prime		Non-		Prime		Non-		Prime		Non-		Overall																
	Hrs.	%	Time	Prime	Total	Prime	%	Hrs.	%	Time	Prime	%	Hrs.	%	Total	Prime	%	Total	Prime	%	Total	Prime	%	Total	Prime	%	Total	Rank	
MONDAY	4	7	2	4	6	5	5	9	7	12	12	11	4	7	0	0	4	4	13	8	9	5	22	6	5				
TUESDAY	5	9	2	4	7	6	5	9	7	12	12	11	4	7	0	0	4	4	14	8	9	5	23	7	4				
WEDNESDAY	5	9	2	4	7	6	5	9	6	10	11	10	5	9	0	0	5	4	15	9	8	5	23	7	4				
THURSDAY	5	9	2	4	7	6	5	9	8	14	13	11	4	7	0	0	4	4	14	8	10	6	24	7	4				
FRIDAY	5	9	1	2	6	5	5	9	9	16	14	12	5	9	2	4	7	6	15	9	12	7	27	8	3				
SAATURDAY	15	26	0	0	15	13	16	28	0	0	16	14	14	24	0	0	14	12	45	26	0	0	45	13	2				
SUNDAY	16	28	1	2	17	15	16	28	08	0	16	14	15	26	06	0	15	13	47	27	17	1	48	14	1				
TOTAL	55	96	10	18	65	57	57	100	37	65	94	82	51	89	2	4	53	47	163	95	49	29	212	62					

TABLE 2-7

PRIME TIME/NON-PRIME TIME ICE UTILIZATION FOR EASTMOOD ARENA 1986 - 1989

ARENA and ICE GROUP	1986-87				1987-88				1988-89				1989-89						
	Non- Prime Time		Prime Time		Non- Prime Time		Prime Time		Non- Prime Time		Prime Time		Overall Prime Time Total		Overall Non- Prime Time Total				
	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Hrs. %	Rank			
MONDAY	5	9	2	4	7	6	5	9	6	11	11	10	5	9	16	9	31	9	3
TUESDAY	5	9	2	4	7	6	5	9	6	11	11	10	5	9	16	9	31	9	3
WEDNESDAY	5	9	2	4	7	6	5	9	6	11	11	10	5	9	15	9	30	9	4
THURSDAY	5	9	2	4	7	6	5	9	9	16	14	12	5	9	18	11	33	10	2
FRIDAY	4	7	2	4	6	5	4	7	5	9	9	8	5	9	14	8	27	8	5
SATURDAY	15	26	1	2	16	14	15	26	0	0	15	13	15	26	1	1	46	13	1
SUNDAY	16	28	1	2	17	15	14	25	0	0	14	12	15	26	1	1	46	13	1
TOTAL	55	96	12	21	67	59	53	93	32	56	85	75	55	96	81	47	244	71	

TABLE 2-8

PRIME TIME/NON-PRIME TIME ICE UTILIZATION FOR INCH PAK ARENA 1986 - 1989

ARENA and USE GROUP	1986-87				1987-88				1988-89				1989-90				Overall								
	Prime Time		Non-Prime Time		Prime Time		Non-Prime Time		Prime Time		Non-Prime Time		Prime Time		Non-Prime Time		Overall								
	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Total	Rank							
MONDAY	5	9	2	4	7	6	5	9	5	9	10	9	5	9	6	11	11	10	15	9	13	8	28	8	4
TUESDAY	5	9	2	4	7	6	5	9	7	12	12	11	5	9	6	11	11	10	15	9	15	9	30	9	3
WEDNESDAY	5	9	2	4	7	6	5	9	7	12	12	11	5	9	6	11	11	10	15	9	15	9	30	9	3
THURSDAY	5	9	2	4	7	6	5	9	10	18	15	13	5	9	6	11	11	10	15	9	18	11	33	10	2
FRIDAY	5	9	2	4	7	6	5	9	6	11	11	10	5	9	7	12	12	11	15	9	15	9	30	9	3
SATURDAY	16	28	1	2	17	15	16	28	1	2	17	15	16	28	1	2	17	15	48	28	3	2	51	15	1
SUNDAY	16	28	1	2	17	15	16	28	1	2	17	15	16	28	1	2	17	15	48	28	3	2	51	15	1
TOTAL	57	100	12	21	69	61	57	100	37	65	94	82	57	100	33	58	90	79	171	100	82	48	253	74	

TABLE 2-9

PRIME TIME/NON-PRIME TIME ICE UTILIZATION FOR LAKEFIELD ARINA 1986 - 1989

AREA and USE GROUP	1986-87				1987-88				1988-89				1988-89				1988-89								
	Non-		Non-		Non-		Non-		Non-		Non-		Non-		Non-		Non-								
	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %							
	5	9	2	4	7	6	5	9	2	4	7	6	5	9	2	4	7	6	15	9	6	4	21	6	4
MONDAY																									
TUESDAY	5	9	2	4	7	6	5	9	4	7	9	8	5	9	2	4	7	6	15	9	8	5	23	7	3
WEDNESDAY	5	9	2	4	7	6	5	9	2	4	7	6	5	9	0	0	5	4	15	9	4	2	19	5	5
THURSDAY	5	9	2	4	7	6	5	9	6	11	11	10	5	9	2	4	7	6	15	9	10	7	15	4	6
FRIDAY	5	9	2	4	7	6	5	9	4	7	9	8	5	9	0	0	5	4	15	9	6	4	21	6	4
SATURDAY	15	26	1	2	16	14	15	26	0	0	15	13	16	28	0	0	16	14	46	27	1	0	47	14	2
SUNDAY	16	28	1	2	17	15	16	28	0	0	16	14	16	28	0	0	16	14	48	28	1	0	49	14	1
TOTAL	56	98	12	21	68	60	56	98	18	32	74	65	57	100	6	11	63	55	169	99	36	21	205	60	

TABLE 2-10

PRIME TIME/NON-PRIME TIME ICE UTILIZATION FOR MINORIN ARENA 1986 - 1989

ARENA and USE GOP	1986-87				1987-88				1988-89				1989-90				Rank								
	Non- Prime		Prime		Non- Prime		Prime		Non- Prime		Prime		Non- Prime		Prime										
	Hrs.	%	Time	Total	Hrs.	%	Time	Total	Hrs.	%	Time	Total	Hrs.	%	Time	Total									
	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%									
MONDAY	5	9	2	4	7	6	5	9	3	5	8	7	5	9	0	0	5	4	15	9	5	3	20	6	5
TUESDAY	5	9	2	4	7	6	4	7	5	9	9	8	5	9	0	0	5	4	14	8	7	4	21	6	4
WEDNESDAY	5	9	2	4	7	6	5	9	3	5	8	7	5	9	0	0	5	4	15	9	5	3	20	6	5
THURSDAY	5	9	2	4	7	6	5	9	6	10	11	10	5	9	0	0	5	4	15	9	80	5	23	7	3
FRIDAY	5	9	2	4	7	6	5	9	3	5	8	7	5	9	0	0	5	4	15	9	5	3	20	6	5
SATURDAY	16	28	1	2	17	15	15	26	1	2	16	14	16	28	1	2	17	15	47	27	3	2	50	15	2
SUNDAY	16	28	1	2	17	15	16	28	1	2	17	15	16	28	1	2	17	15	48	28	3	2	51	15	1
TOTAL	57	100	12	21	69	61	55	96	22	39	77	68	57	100	2	41	59	52	169	99	36	21	205	60	

TABLE 2-11

PRIME TIME/NON-PRIME TIME ICE UTILIZATION FOR INDIANAPOLIS ARENA 1986 - 1989

AREA and USE GROUP	1986-87			1987-88			1988-89			1989-90			Overall												
	Non-			Non-			Non-			Non-			Overall												
	Prime Hrs.	Time %	Prime Hrs.	Total Hrs.	Prime Hrs.	Time %	Prime Hrs.	Total Hrs.	Prime Hrs.	Time %	Prime Hrs.	Total Hrs.	Prime Hrs.	Time %	Overall Totals Hrs.										
MONDAY	5	9	6	10	11	10	5	9	4	7	9	8	5	3	15	9	10	6	25	7	3				
TUESDAY	5	9	2	4	7	6	5	9	9	7	14	12	5	9	3	15	9	11	6	26	8	2			
WEDNESDAY	5	9	3	5	8	7	5	9	3	5	8	7	5	9	3	15	9	6	4	21	6	4			
THURSDAY	5	9	5	9	10	9	5	9	6	10	11	10	5	9	3	15	9	11	6	26	8	2			
FRIDAY	5	9	5	9	10	9	5	9	5	9	10	9	5	9	3	15	9	10	6	25	7	3			
SATURDAY	16	28	1	2	17	15	16	28	1	2	17	15	16	28	1	2	17	15	48	28	3	2	51	15	1
SUNDAY	16	28	1	2	17	15	16	28	1	2	17	15	16	28	1	2	17	15	48	28	3	2	51	15	1
TOTAL	57	100	23	40	80	70	57	100	29	51	86	75	57	100	2	4	59	52	171	100	54	32	225	66	

TABLE 2-12

PRIME TIME/NON-PRIME TIME ICE UTILIZATION FOR ROSSDALE ARENA 1986 - 1989

ARENA and USE GROUP	1986-87				1987-88				1988-89				1989-90				Overall								
	Prime Time		Non-		Prime Time		Non-		Prime Time		Non-		Prime Time		Non-		Prime Time		Non-						
	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%	Hrs.	%					
MONDAY	5	9	2	4	7	6	4	7	12	11	10	5	9	2	4	7	6	14	8	11	6	25	7	5	
TUESDAY	5	9	2	4	7	6	5	9	9	16	14	12	5	9	2	4	7	6	15	9	13	8	28	8	3
WEDNESDAY	5	9	2	4	7	6	5	9	7	12	12	11	5	9	2	4	7	6	15	9	11	6	26	8	4
THURSDAY	5	9	2	4	7	6	5	9	7	12	12	11	5	9	2	4	7	6	15	9	11	6	26	8	4
FRIDAY	5	9	2	4	7	6	4	7	5	9	9	8	5	9	2	4	7	6	14	8	9	5	23	7	6
SATURDAY	15	26	1	2	16	28	14	24	0	0	14	12	15	26	0	0	15	13	44	26	1	1	45	13	2
SUNDAY	16	28	0	0	16	28	15	26	0	0	15	13	15	26	0	0	15	13	46	27	0	0	46	13	1
TOTAL	56	98	11	19	67	59	52	91	35	61	87	76	55	96	10	18	65	57	163	95	56	33	219	64	

TABLE 2-13

PRIME TIME/NON-PRIME TIME ICE UTILIZATION FOR SCOTT PARK ARENA 1986 - 1989

ARENA and USE GROUP	1986-87			1987-88			1988-89			1989-90			Overall							
	Non-			Non-			Non-			Non-			Overall							
	Prime Time Hrs.	Time %	Total Hrs.	Prime Time Hrs.	Time %	Total Hrs.	Prime Time Hrs.	Time %	Total Hrs.	Prime Time Hrs.	Time %	Total Hrs.	Prime Time Hrs.	Time %	Total Hrs.					
MONDAY	5	9	3	5	8	7	5	9	0	0	0	5	4	10	9	3	3	13	6	5
TUESDAY	5	9	6	10	11	10	5	9	0	0	0	5	4	10	9	6	5	16	7	2
WEDNESDAY	5	9	4	7	9	8	5	9	0	0	0	5	4	10	9	4	4	14	6	4
THURSDAY	5	9	6	10	11	10	5	9	0	0	0	5	4	10	9	6	5	16	7	2
FRIDAY	5	9	5	9	10	9	5	9	0	0	0	5	4	10	9	5	4	15	7	3
SAURDAY	16	28	1	2	17	15	14	25	0	0	0	14	12	30	26	1	1	31	14	1
SUNDAY	15	26	1	2	16	14	15	26	0	0	0	15	13	30	26	1	1	31	14	1
TOTAL	56	98	26	46	82	72	57	95	0	0	0	54	47	110	96	26	22	136	60	

Totals for 2 Years

2.9.2 Private Arena Utilization Review

For the other Hamilton serving arenas the following was established:

- . Dofasco - 100% booked in prime time hours.
- . Wentworth Triple Rinks
 - 18 to 20 hours prime time available.
- . Barton Street
 - Monday to Thursday - filled;
 - Friday - 3 hours prime time available;
 - Saturday - 10 hours prime time available;
 - Sunday - 8 hours prime time available.
- . Trinity
 - Monday to Thursday - 6 hours prime time available;
 - Friday - 3 hours prime time available;
 - Saturday - 5 hours prime time available;
 - Sunday - 4 hours prime time available.

The private rinks indicate as of June 1989 a total of 59 available prime time hours. This is slightly more (2 hours) than the full prime time allocation at Mountain Arena and 5 hours more than at the others. These figures were also as of June, long before all contracts are finalized and random rentals are booked for the peak use winter season. Therefore, there exists in the private sector less prime time used than in one city owned pad.

Assuming that at least 50% of this ice time is contracted or rented, only twenty to thirty hours a week of prime time ice will be available to Hamilton residents with only 10 of these hours within the City proper.

2.9.3 Prime Time Hours Availability

Table 2-14 details prime time availability and utilization.

TABLE 2-14
PRIME TIME HOURS ANALYSIS

	<u>AVAILABLE</u>	<u>UTILIZED</u>	<u>% UTILIZED</u>
<u>IN CITY</u>			
Culture & Recreation	456	443	97.1
Barton	<u>98</u>	<u>77</u>	<u>78.6</u>
TOTAL	554	520	93.9
<u>OUT OF CITY</u>			
Dofasco	98	98	100.0
Trinity	98	80	81.6
Wentworth	<u>50</u>	<u>30</u>	<u>60.6</u>
TOTAL	246	208	84.5
<u>OVERALL</u>			
In City	554	520	93.9
Out of City	<u>246</u>	<u>208</u>	<u>84.5</u>
TOTAL	800	728	91.0

Overall, 91.0% of weekly prime time hours are booked as of June 30, 1989. Seventy-two hours are available of which only 34 are in the City. Still to be considered for these hours are: special events; random or casual ice rentals; additional minor hockey priorities; and so forth. It is possible that at least one-half of the prime time hours will

be absorbed, resulting in a potential availability of 36 hours a week, or approximately three quarters of a single ice pad.

Two other points are of note:

- . the prime time ice in the private facilities services not just 3097,200 people in Hamilton, but also could be absorbed by an additional 220,000 people in the wider area for random rentals, special events, program expansions and related needs;
- . if one of the three private twin pads were to close due to any number of factors such as financial unviability or conversion to another land use, 98 prime time hours would be lost resulting in a 26 hour shortfall for uses identified to date. No room for rentals, program expansion or other uses could be accommodated.

2.9.4 Summary

In summary, the following ice utilization results were established:

- . city owned prime time ice is nearly 100% booked and considerable non-prime time ice is available;
- . mountain located arenas represent three of the four most heavily used facilities;
- . 94% of all prime time ice hours in Hamilton are booked, which comprises 91% of all Hamilton servicing prime time ice;

72 prime time hours are available, over half of which are outside the city;

59 of the prime time hours are available for a population of 537,000 people and are not exclusive to Hamilton;

the loss of one private triple ice pad, whether in, or outside of the city, would create a significant shortfall of prime time ice for Hamilton residents.

2.10 Arena Ice Users

2.10.1 Culture and Recreation Department Users

Appendix I details city owned arena utilization for the three periods by arena. Table 2-15 summarizes the results.

Minor hockey is the dominant user group, utilizing nearly two-thirds of all prime time ice. Public skating ranks second, and casual rentals third at nearly 10%.

It is evident that the city arena function is primarily in support of youth activities with at least 80% of prime time ice used for these activities.

Table 2-16 provides the same summary for non-prime time. Again minor hockey is the largest user at 30.2%, while adult shinney is second at one-fifth of all non-prime time ice utilization. Public skating also comprises nearly one-fifth of non-prime time use.

School curriculum skating is a day time use representing nearly 15% of non-prime time use.

TABLE 2-15

Consolidation of Three Year Prime Time Ice Utilization by User Groups

	Coronation	Eastwood	Inch Park	Lawfield	Mountain	Parkdale	Rosedale	Scott Park	Overall
Minor Hockey	62.6	68.1	64.3	71.6	57.1	57.1	71.9	72.7	65.5
Public Skating	20.9	17.8	16.4	14.8	14.8	16.0	11.7	13.7	15.8
Ringette	1.2	0	10.5	17.8	0	0	0	0	3.9
School	.6	0	0	0	5.9	0	0	0	.1
Hockey School	0	0	0	0	0	1.2	0	0	.1
Skating Club	1.2	.6	7.0	11.2	3.0	6.7	7.0	1.8	5.0
Rental	13.5	13.5	1.8	7.7	4.7	14.7	9.4	11.8	9.5
Winter Sports	0	0	0	0	0	4.3	0	0	.1

TABLE 2-16

Consolidation of Three Year Non Prime Time Ice Utilization by User Group

	Coronation	Eastwood	Inch Park	Lawfield	Mountain	Parkdale	Rosedale	Scott Park	Overall
Minor Hockey	26.5	17.1	22.0	38.9	58.3	48.2	33.3	30.7	30.2
Public Skating	26.5	17.1	14.6	19.4	22.3	25.0	25.9	23.1	19.7
Ringette	0	0	0	0	0	0	0	0	0
School	6.2	20.7	15.9	27.8	19.4	3.6	5.6	23.1	14.5
Hockey School	0	0	0	0	0	0	0	0	0
Skating Club	6.2	0	0	2.8	0	0	0	0	1.4
Rental	0	7.3	1.2	11.1	0	3.5	0	0	5.7
Adult Skiing	22.4	29.2	36.6	0	0	14.3	22.2	23.1	21.4
Ice Maintenance	12.2	8.5	9.7	0	0	5.4	13.0	0	7.1

Male oriented activities utilize significantly more ice than traditional female activities by about a 7 to 1 ratio (i.e.: hockey vs. figure skating).

The user analyses indicates a dominant youth orientation, with primary emphasis on minor hockey. This has two implications.

- . other groups wanting prime time ice are probably forced to use private, more expensive ice;
- . new activities have little opportunity to get prime time ice;
- . adult activity is centred in the private facilities.

2.10.2 Private Arena User Review

For the private operators the following summaries were established:

- . Dofasco Twin Pad
 - minor and adult hockey leagues, figure skating, public skating, rentals;
 - broad range of servicing by age to a small well defined and closed target group.
- . Wentworth Triple Rinks
 - figure skating four hours a night, Monday to Thursday;
 - have men's hockey leagues, both self operating and those operated by Wentworth;
 - 30 hours of minor hockey rental;

- over the last five years they have lost:
 - McMaster Varsity Program;
 - Huskies Triple A Program;
 - Double A Minor Program;
 - School Board Program.
- almost all use is Hamilton based.

Barton

- operate an adult league, Monday to Thursday, 6 p.m. to 11 p.m.;
- no minor hockey except random practice rentals;
- lost Dofasco league to new Dofasco facility.

Trinity

- Ancaster rents 12 to 15 hours a week for minor hockey;
- Huskies Triple A, 25 hours per week;
- Stelco men's league;
- Trinity men's league.

The private operators run a mixed ice rental program. Wentworth, Trinity and Barton all indicated a need to key on adult users. All three have lounges/restaurants in the facilities along with pro shops. Minor hockey use and figure skating are preferred if they can be secured in large blocks in order to achieve better economies/lower charges which makes these facilities more competitive with subsidized ice in the municipalities.

2.10.3 Ice Rental Costs

Table 2-17 compares ice time costs.

TABLE 2-17
ICE RENTAL CHARGES PER HOUR
(1989-90)

	<u>PRIME</u>		<u>NON-PRIME</u>	
	<u>ADULT</u>	<u>MINOR</u>	<u>ADULT</u>	<u>MINOR</u>
Hamilton Culture and Recreation	85.00	60.00	60.00	50.00
Copps	275.00	275.00	--	--
Barton	132.00	Negotiable	Negotiable	
Trinity	122.00	87.00 to 115.00	Negotiable	
Wentworth	120.00		Negotiable	
Burlington - Winter	77.00			
- Summer	89.00			
Grimsby - Residents	79.00			
- Non-Residents	88.00			

The data indicates that the municipal entities work within a fairly narrow range and are \$50.00 to \$60.00 less expensive per hour than the private facilities. It is obvious that with City arenas, which are virtually full during prime time for a number of years with established users, new users or expanding ones must pay considerably more for ice and/or ask

the City for subsidies in order for their programs to be feasible and equitably priced to comparable ice based programs.

2.10.4 Summary

The following points have been highlighted relative to users:

- . city arenas attract mostly youth, public skating and random rentals, little organized adult activity prevails;
- . private arenas are centred on organized adult activity;
- . groups requiring less expensive ice in order to start up, or to be viable, marketable, or to support youth work, require a subsidy from the City or the parent must pay a higher proportionate fee than if City supplied ice could be secured.

CITY OF HAMILTON ARENAS AND SKATING RINK FEASIBILITY STUDY

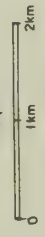
EXISTING ARENA FACILITIES

MUNICIPAL ARENA FACILITIES

1. CORONATION ARENA
2. EASTWOOD ARENA
3. SCOTT PARK ARENA
4. ROSEDALE ARENA
5. PARKDALE ARENA
6. MOUNTAIN ARENA
7. INCH PARK ARENA
8. LAWFIELD ARENA

PRIVATE ARENA FACILITIES

9. WENTWORTH TRIPLE RINKS
10. TRINITY ARENA
11. BARTON STREET ARENA
12. DOFASCO RECREATION CENTRE ARENAS



SCALE: approx. 1 : 50000

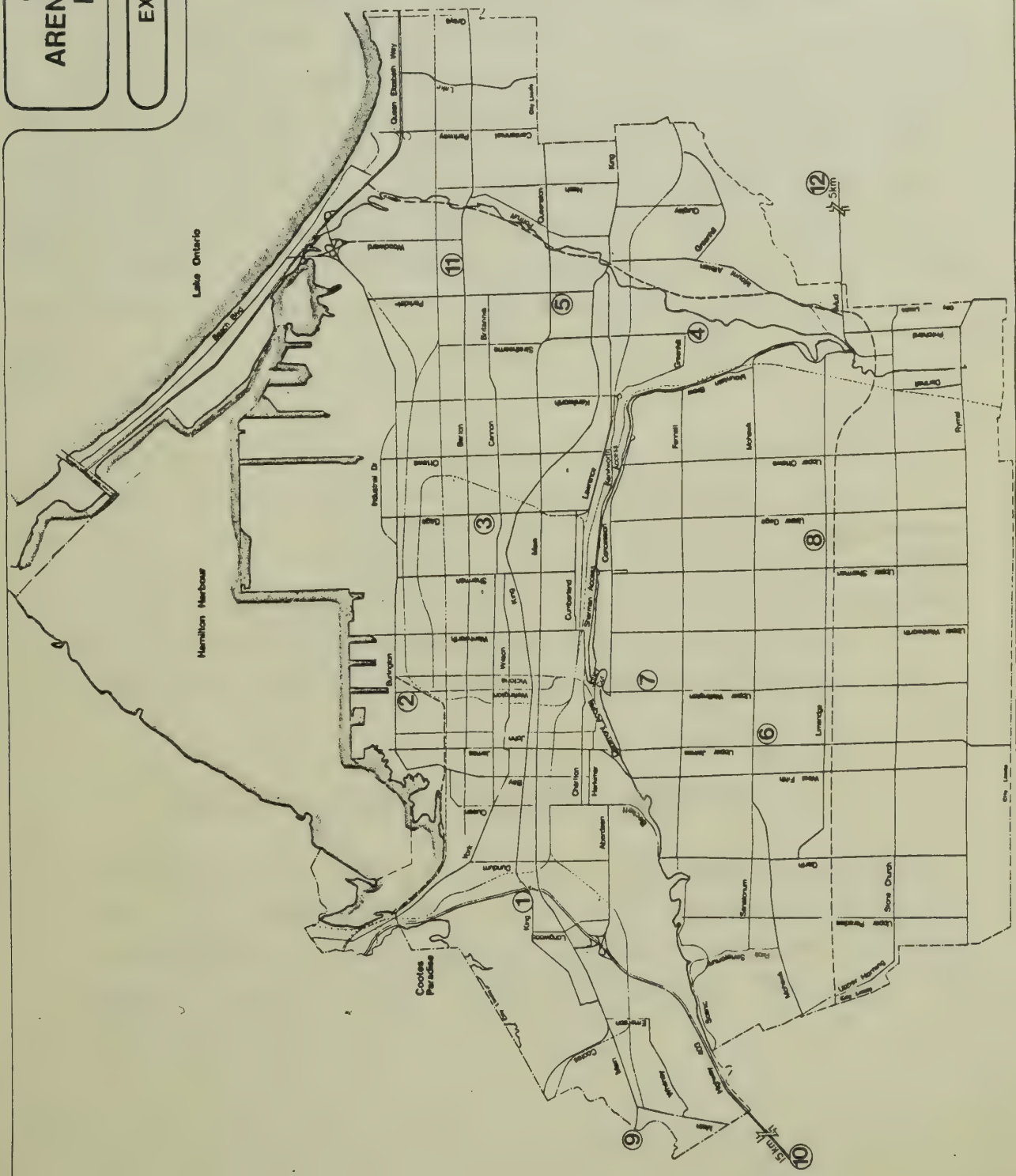


FIGURE 1

3.0 PUBLIC RESPONSE AND ARENA SUPPLIERS' INPUT

A public participation program was implemented in June and July of 1989, based on a series of three public meetings which were advertised in the Hamilton Spectator and scheduled for three successive Wednesdays in different parts of the City. Meetings were also held to generate input from Hamilton community associations; the Hamilton Minor Hockey Council; municipal and private arena operators; and several groups and individuals who exhibited an interest in the supply of arena, skating and ancillary facilities in the City of Hamilton. Each meeting began with an introduction from the study consultants concerning the purpose of the study, and the opportunities for public input (i.e.: verbal and/or written).

In addition to the minutes of the public meetings and meetings with operators and special interest groups, a number of written briefs were received from various groups and individuals. A total of fourteen briefs were submitted, eight from groups and six from individuals. Another seven groups provided input through personal meetings and/or telephone conversations with the study consultants.

3.1 Community Association/Public Meetings

A meeting was convened at Hill Park Secondary School on June 13, 1989, in order to solicit information from representatives of community associations and sports groups concerning the need for skating, arena and indoor sports facilities.

- . Fourteen persons were in attendance representing soccer; track and field; ice hockey; figure skating and pleasure skating; tennis and wheelchair tennis; and the neighbourhood communities focused around Olympic Park and Gourley Park.
- . Concerns were expressed regarding the need for a multi-purpose indoor sports facility which would accommodate track and field and indoor soccer clubs. Local track and field teams and clubs have utilized the closest available indoor facility at York University for training at considerable expense due to travel and rental costs. An East Mountain location was suggested for a new facility.
- . Representatives of indoor soccer and tennis groups reinforced the need for a multi-purpose indoor facility due to problems associated with the availability of school gymnasiums and safety concerns in some of the older or smaller gyms.
- . Concerns were expressed regarding the lack of public access to Copps Coliseum, particularly for pleasure skating. The absence of a facility tailored to the needs of pleasure skaters was also noted, particularly in light of the recent loss of a private indoor facility in downtown Hamilton.
- . The Hamilton Stoney Creek Figure Skating Club raised concerns related to rapidly increasing costs and access problems at the Mountain Arena for their annual winter carnival. They are of the opinion that amateur and volunteer based groups require municipal co-operation in

order to attract and maintain participation. A new arena facility would assist in alleviating competition for ice time among community ice user groups.

The first of three public meetings was convened at Barton Secondary School on June 21, 1989 with four ratepayers in attendance. A reporter from the Hamilton Spectator was also present.

Discussion centred on the difficulty in obtaining ice time for minor hockey programs, particularly in Hamilton's municipal arenas. For the most part, all competitive/travelling/representative teams from Hamilton practice and play outside of the City, in the Ancaster arena. Use of Hamilton's municipal arenas by these teams is very occasional (i.e.: once per year by Hub teams and usually during non prime hours). Hub teams which represent local associations and neighbourhoods often do not play or practice in their home rinks.

Many problems were cited with respect to use of private arena facilities such as the significantly higher cost, poor maintenance and cleanliness, and the fact that most of them were outside the City.

Fears were expressed concerning the impending loss of existing ice surfaces (2 at the Wentworth Triple Rinks facility, and perhaps Mountain arena in the near future due to an imminent need for roof repairs). There is so little reserve capacity or depth in the local supply of arena facilities that interruptions in facility availability causes major conflicts among user groups and overall loss of programs and participation.

Also noted was the growth in adult recreational hockey leagues and the loss of casual skating and hockey opportunities on outdoor natural ice surfaces due to the recent history of mild winters. These factors combine to create further stress and competition on existing arena facilities.

The West Mountain area was mentioned as the best probable location for a new municipal arena because it is a high growth area and presently does not have an arena.

Concerns over the recent loss of a private recreational indoor ice pad in the Standard Life building in Jackson Square were also noted. That ice surface measured approximately 30' by 40' and was extremely popular with figure skaters, adult recreational skaters, school groups and handicapped skaters. Skating parties and informal adult learn to skate sessions were held at that rink. As a result, there is now a greater need than ever before for an outdoor skating rink in the downtown, most likely somewhere in Jackson Square.

The second of three public meetings was convened at Holbrook Elementary School on June 28, 1989, with eight ratepayers in attendance.

More concerns were expressed about the lack of arena facilities in Hamilton. One family indicated that their children play hockey in Burlington, figure skate in Ancaster, and go pleasure skating in Flamborough due to the undersupply of facilities in Hamilton.

constraints on the growth of adult hockey due to facility unavailability were noted, as was the poor quality of the private arena facilities.

Concerns expressed at earlier meetings regarding the perceived penalization of competitive youth hockey teams were reinforced at this meeting. The most competitive teams (i.e.: those at the AAA level) represent the City of Hamilton, yet they must practice and play at the private, and out of town arena facilities which are more costly to rent and generally of poorer quality than municipal arenas in Hamilton.

Two locations were identified for a new municipal arena, both in the West Mountain area (i.e.: on the Chedoke Hospital grounds, and, an undeveloped park site off Upper Paradise Road - commonly known as the Falkirk East site or Schwenger Park).

There was a general consensus that any new facility should be multi-purpose in nature, incorporating for example, indoor track and field facilities and other multi-use features in order to appeal to the widest possible user base.

The third public meeting was convened at Scott Park Secondary School, on July 5, 1989, with ten persons in attendance. Several community organizations were represented by these individuals including: the Hamilton/Wentworth Figure Skating Club; the Gilkson Sports Association/Community Council; the Scott Park Sports Association; the Hamilton Minor Hockey Council;

and the Save Olympic Park Committee. Local media representation in attendance included CHCH Television and the Hamilton Journal.

. The recurring theme of the poor quality of local arena facilities, particularly the private arenas was reinforced. The overall quality and availability of arenas in Hamilton was cited as an embarrassment by individuals who regularly interact with other municipalities through travelling hockey teams, tournaments, etc.

. The Hamilton/Wentworth Figure Skating Club outlined their twelve year history of private arena use at the Wentworth Triple Rinks. They have annually rented over 400 hours there for the past three years, notwithstanding the poor ice quality and lack of ancillary facilities. This group was also of the opinion that considerable latent demand exists in Hamilton for additional arena facilities, particularly from adult skating enthusiasts who would skate year round if ice was available.

. Another individual focused on the need for additional arena facilities to accommodate the growth in popularity and participation in adult recreational hockey. There are indications that a significant number of men from Hamilton travel outside the City (i.e.: to the Fruitland Arena in Winona, Mainway in Burlington and others) in order to play shinny and recreational hockey.

One individual representing the Scott Park Sports Association questioned the need for additional arena facilities in Hamilton, particularly due to the cost of developing such facilities.

3.2 User Group Briefs and Special Interest Group Meetings and Interviews

In addition to the meetings organized for community associations and the general public, approximately twenty-five special interest groups, clubs, boards, agencies and institutions were contacted for input by the study consultants and/or the City of Hamilton. These groups, individuals, or agencies were identified on the basis of their previously demonstrated interests in the availability of arena and sports facilities and/or through their attendance at one or more of the public meetings.

A summary of the written briefs, or results of the meetings with special interest groups and individuals is provided below. Those submissions which were received in a reproducible format are appended to this report.

1) Hamilton - Stoney Creek Skating Club

- celebrating 50th anniversary in 1989;
- presently use two City facilities, Lawfield and Rosedale Arenas;
- they have no ice in the west or central areas of the City either above or below the escarpment;
- membership numbers are restricted by ice time availability (i.e.: 250 members utilizing 26 3/4 hours ice per week in 1983/84, and 375 members utilizing 16 3/4 hours ice per week in 1988/89);

- also use 5-10 hours of ice per week (when available) in Stoney Creek;
- in recent years they have cancelled programs such as adult skating, precision skating, preschool skating and power skating due to a lack of ice time;
- they have used non prime time (i.e.: day time) ice for senior and competitive skating practices, however, in recent years even this ice time has become more scarce;
- they have also experienced problems booking rooms for meetings at municipal arenas.

11) Wentworth Figure Skating Club

- have witnessed a steady growth of interest and participation in figure skating over the past several years (155 members in 1984/85, and 207 members in 1988/89);
- membership expansion is restricted by the availability of ice time. Already there are sessions with too many skaters on the ice at once to receive proper instruction and training;
- have no summer ice which is a major detriment to competitive skating aspirants because year round training is essential;
- most membership is from the west part of Hamilton, however, there are no facilities there;
- there are several problems with the private arena they currently use such as: uneven ice due to perma-frost; excessive humidity and fog; extremely cold in winter; poor finish on ice; poor maintenance and cleanliness; ventilation and circulation problems resulting in fumes from resurfacing equipment;

- a detailed list of facility components for a new arena was submitted, the major elements including: international ice size, year round ice capability, no boards or glass and seating for approximately 2,000 people;
- the recommended location for a new arena facility is around Alexander Park in the west end of the lower City.

iii) Hamilton Baseball/Softball Council

- represents approximately 150 groups and organizations in the City with more than 20,000 participants in T-Ball, baseball, softball and slo-pitch;
- recommend the construction of three lighted softball/slo-pitch diamonds on the sight of any arena/multi-use facility to be developed;
- access to change rooms, concessions, etc. would facilitate tournaments and rapid growth in league play for adult softball and slo-pitch.

iv) Slo-Pitch Ontario

- a 1986 study revealed that approximately 14,000 softball players were active in the City of Hamilton;
- Hamilton is underserviced in terms of the quantity and quality of existing diamonds, many of which were developed in the 1950's and are too small for contemporary playing requirements (i.e.: 280' to fences instead of 300');
- they propose development of a 16 diamond complex on 50-60 acres adjacent to a major indoor facility such as a twin pad arena in order to share washrooms, change rooms, concessions, parking, etc.;
- the proposed facility would be lighted and with artificial turf;

- in addition to filling local gaps in the supply of slo-pitch diamonds, the recommended facility is envisioned as a major, revenue-generating tournament facility;
- the availability of a suitable piece of land for the complex is the initial obstacle to this proposal.

v) Hamilton Minor Hockey Council

- the Minor Hockey Council was well represented at various meetings throughout the course of the study and submitted a detailed, statistically-oriented brief on behalf of all ten minor hockey organizations in the City;
- overall, there was a total shortfall of 115 hours of ice time per week indicated under the Council's "bare bone scenario" (i.e.: 26 hours required for House League, 37 hours for Hub League and 52 hours for AA & AAA competitive teams);
- the suggested location for a new arena facility is in the West Mountain area of the City;
- ancillary facilities recommended for any new arena include a meeting room and storage room for a local association; headquarters for the H.M.H.C. office; and a meeting room teaching/library room which could accommodate up to 40 people.

vi) Hamilton Track and Field Council

- track and field activities have suffered in Hamilton for 25 years due to the lack of an adequate indoor training facility;
- existing indoor facilities such as high school halls and gymnasias, Mountain Arena, and the James Street Armouries are undersized, poorly equipped and unsafe for most activities and events;

- the James Street Armouries has also become too expensive to rent in recent years;
- the proposed track and field facilities in the aborted Olympic Park Twin Pad Arena project would have met the Council's needs well into the future;
- the Hamilton Olympic Club, McMaster University and high school track teams have been travelling to Toronto on a regular basis and at great expense to train at the indoor facilities at York University.

vii) Chairman - Hamilton Public Elementary School Indoor Track Program

- program began in 1974 with 4 schools and 40 athletes and has expanded to 10 or 12 schools with over 400 athletes;
- program is co-ed and the principal training ground for high school and university level competitors;
- program expansion was curtailed by the capacity of their principal facility - the James Street Armouries which also posed some safety problems;
- rent at the Armouries has quadrupled in recent years and therefore the facility can no longer be utilized for the program;
- desperately need an indoor facility such as that which was proposed for the Olympic Twin Pad Arena.

viii) Hamilton Board of Education

- operates a comprehensive interschool athletic program for 24 middle schools (grades 6-8) and 16 secondary schools;
- their major facility deficiency is an indoor track and field complex for training and competitions;

- they request the inclusion of such a facility within any proposed arena development;
- there is no existing suitable indoor training facility between London and Toronto;
- the school board has also operated a high school hockey program since 1960, with eleven school teams in the Composite League, and 4 vocational schools in a separate league;
- the hockey program presently utilizes all municipal arenas in the City of Hamilton during non prime day time hours (i.e.: 7-8 a.m., and 3:30-6 p.m.);
- some arenas service 2 or more schools (as well as teams from the separate school league), and as such, time-sharing conflicts often arise;
- playoff games are scheduled at the better municipal arenas, namely Rosedale, Mountain and Lawfield;
- some existing facilities are deficient (i.e.: Scott Park is too small for league games), other facilities have poor separation of team benches, dressing rooms, etc.

1x) Hamilton-Wentworth Roman Catholic
Separate School Board

- the separate board operates a six team high school hockey league in Hamilton's municipal arenas;
- the board's principal input to the study team however, was with respect to their impending development of a new high school;
- the site of the school is on Upper Paradise Road, immediately adjacent to an undeveloped park site - all of which is commonly referred to as the "Falkirk Site";

- the board has formally requested that the City develop a major outdoor sports field complex (similar to that which exists at Sackville Hill Park) with football, soccer and track facilities adjacent to the new school - an arena would be a bonus.

x) Inter-Hospital Hockey Tournament

- a past convenor of the above-noted hockey tournament contacted the study team regarding the recent unavailability of ice time for the event;
- the semi-annual tournament began informally in Hamilton approximately 6 years ago with teams representing hospitals from the Toronto and Hamilton areas;
- it has grown to 16 teams and now includes teams from London and Kitchener-Waterloo;
- the tournament has been held at the Wentworth Triple Rinks in Hamilton in the past, however, the cost of ice time and the quality of the facility and its level of maintenance were deemed inappropriate for future tournaments through consensus of tournament participants;
- tournament organizers would like to use a municipal arena in the future.

xi) Hamilton Minor Summer Hockey and Golden Horseshoe (Adult Hockey Leagues)

- the Hamilton Minor Summer Hockey League operates on weekends from mid May to the end of August in Lawfield Arena. A separate but similar program is operated by the same administration on summer weekdays in the Burlington Mainway Arena. The same organization also operates a men's winter recreational league (with 55-70% of participants from Hamilton); and, a men's summer recreational league (with 30-35% of

participants from Hamilton) in the Burlington Mainway Arena. Both men's leagues are affiliated with the Golden Horseshoe League;

- the Hamilton Summer Minor Hockey League presently involves 335 boys and girls, however, there is a demand by 500 children for the program which is limited by the amount of available ice time;
- there is also a six team men's summer recreational league in operation at Lawfield Arena;
- the organization operating the summer minor program is prepared to make a formal request for 3,000 hours of ice on an annual basis from the City of Hamilton to run an expanded summer program including a hockey school (1700 hours); and, a new men's winter recreational league (1300 hours). They are prepared to enter into a bonded contract with the City for a five year period with an option for an additional 25 years;
- if a new twin pad arena facility is built in Hamilton, they are also prepared to contract 2,000 square feet of space for the operation of a retail pro shop.

xii) Hamilton Kilty B's and Hamilton Dukes

- the Hamilton Kilty B's are a well established Junior 'B' Hockey Club which plays home games in the 2,000 seat Mountain Arena. They do not, however, practice at the Mountain Arena due to ice time constraints. As such, they feel like they do not have a "home ice advantage" in league play. The Kilty B's practice from 5:30 to 7:00 p.m. three times per week at the Wentworth Triple Rinks and maintain separate practice equipment there (with game equipment at Mountain Arena);
- the Hamilton Dukes Major 'A' Junior Hockey Club will play games in their inaugural 1989-90 season at Copps Coliseum and practice there occasionally;

- the Dukes will practice everyday from 4:30-6:00 p.m., however, due to local ice time constraints, they will practice out of town for the most part, at municipal arenas in Flamborough and Carlyle;
- representatives from both junior hockey clubs suggested that there is an acute need for additional municipal arena facilities in Hamilton, with the area of greatest need being the West Mountain area.

xiii) Gilkson Sports Association/Community Council

- the president of the Gilkson Sports Association attended one of the public meetings and submitted a written brief based on his personal observations of the Hamilton arena supply system over a number of years;
- the Gilkson "neighbourhood" is situated on the west section of the mountain bounded by Highway 53, Upper Paradise Road, Highway 403 and Mohawk Road west;
- approximately 5,000 homes with over 2,000 "sports-aged" children aged 4-18 years are situated within the area;
- the need for an arena in the West Mountain area has been evident for several years as children and adults alike from this part of the City regularly travel outside the City to Ancaster, Dundas, Winona and Rockton for arena based recreational activities, often at early morning and late night (non prime time) hours;
- the best location(s) for a new arena facility would be the undeveloped lands west of Upper Horning/Scenic Drive; Highway 53 and Upper Paradise (the Falkirk site); or Olympic Park. All of these locations are readily accessible by public transit and/or private automobiles, and each location would have close ties with surrounding neighbourhoods;

- a multi-purpose twin pad arena facility would best serve the existing and future needs of the public;
- existing arena facilities in Hamilton are in such a state of disrepair that local hockey organizations are embarrassed to bring outsiders to them.

xiv) Save the Olympic Park Committee

- the committee was originally formed with the intent of preserving the developed park and passive open space character of Olympic Park which is situated off Mohawk Road at the extreme western limits of the City of Hamilton;
- the committee was instrumental in a successful challenge before the Ontario Municipal Board of the City's plans to develop a twin pad arena with an indoor track and field facility at Olympic Park;
- the rationale for the committee's contentions is based on two major assumptions, namely, that Olympic Park was never intended as an active sports facility, and secondly, that new arena or major sports facilities should not be developed at the expense of existing improved parkland;
- the committee endorsed the Falkirk East site on Upper Paradise Road as an appropriate location for a new twin pad arena facility if a need for such a facility is established.

xv) McMaster University

- a meeting was convened between the study consultants, the Director of the School of Physical Education and Athletics, the Chairman of Men's Intercollegiate Sports, and the Manager of Recreation and Fitness Services in order to discuss the University's needs for arena ice time and indoor track and field facilities;

- the men's varsity hockey program was terminated in 1988 due to the unavailability of a suitable arena facility. The program had operated for a number of years at the Wentworth Triple Rinks where the University had invested \$4,000 to improve a dressing room and equipment storage space, however, complaints from visiting teams regarding the poor quality of the facility, and other problems with the facility's management contributed to cancellation of the rental contract;
- a women's varsity hockey program, an eighteen team men's intramural hockey league, and a phys-ed program are operated at municipal arenas in Dundas, however, pressures for program expansion, particularly for intramural and new activities such as co-ed hockey and broomball cannot be accommodated due to ice time constraints;
- in total, McMaster University's projected ice time requirements amount to over 1,200 hours per annum which is approximately 500 hours more than they can presently acquire in area arenas;
- the University also projects approximately 500 hours of use for an indoor track and field facility by men's and women's intercollegiate teams;
- McMaster has had exploratory discussions with the City and the study consultants regarding the possibility of a joint-venture arena/field house development at either the Chedoke Hospital site, or on the West Campus site.

xvi) Written Submissions from Individuals

- four written briefs were submitted by individual ratepayers - all of which detailed their perceived need for new municipal area and/or skating facilities in the City of Hamilton;

- one of the briefs detailed the problems faced by competitive level minor hockey players from Hamilton. These players are forced, due to ice time constraints, to practice and play in private and out of town facilities which are generally more expensive and of considerably poorer quality than Hamilton's municipal arenas. The need for new arenas was outlined as most acute in the West Mountain area and Olympic Park was suggested as an appropriate site;
- two submissions addressed the need for new pleasure skating facilities, due in part to the unavailability of Copps Coliseum, and due to the recent loss of the indoor recreational ice pad in the Standard Life Building in downtown Hamilton. Several possible locations were suggested for new indoor skating facilities including: an area behind Limeridge Mall; any area on the Mountain; adjacent to the Ryerson Recreation Centre and School; Victoria Park; Chedoke Civic Golf Club; Highland Gardens or Reservoir Park; and Dundurn Park.

3.3.2 Public Arena Operators

A structured session was held with the eight operators of the municipal arenas in order to solicit their inputs.

Two arena specific and several broader summaries resulted.

- | | | | |
|---|------------|---|--|
| . | Coronation | - | not enough prime time hours available for emerging leagues and casual users; |
| | | - | public skating policy cuts into other users potential. |
| . | Lawfield | - | summer ice booked solid, could use another 54 hours per week; |
| | | - | no ice time for summer tournaments. |

General

- people expect there to be no ice available in City arena's and therefore don't bother to enquire or rent, thus casual and other uses go unidentified and unserviced;
- youth not accommodated in total, and few adults serviced relative to hockey related to in-city opportunities;
- demand for summer ice for exceeds availability for youth and adults; five floor slabs replaced in last five years but accommodation made for summer ice;
- existing groups for summer ice have to go to Burlington if they wish to expand;
- shorter season demand (September/October and April) increasing for try outs; evaluations, power skating and activity schools, yet most arenas not capable of providing ice at these times;
- ancillary facilities below user expectations in older arenas;
- orientation of hockey rinks only is no longer appropriate, have transformed into leisure/recreation centres; must change approach related to management style and functional role;
- revenues not maximized due to concession tendering and low priority on non prime time use;
- a single twin pad would not solve the currently perceived deficiency;

- Copps Coliseum could be used for at least tournaments to reduce the pressures;
- require better co-operation with Boards of Education to facilitate more school use and more effective time allocations;
- staffing and shift arrangements need a major review as twenty-four hours a day staffing not required;
- newer, better equipped arenas tend to fill up first related to registrations, with people lining up throughout the night; then others fill up slowly;
- parking generally poor at most areas.

Overall, the arena managers identified and supported three themes:

- . major lack of indoor ice facilities in Hamilton and twinning of existing facilities is not realistic due to site conditions, age of existing facilities, location, etc.;
- . demand exists for quality multi-purpose facilities to meet expectations of the public;
- . need to resolve question of capacity first, then quality of existing facilities.

3.3 Arena Staff Interviews

3.3.1 Private Arena Operators

On-site meetings were held with the operators and/or owners of the three private arena facilities representing, ten ice surfaces. The following details the key outcomes of these discussions.

Wentworth Triple Rinks - Ancaster

On May 24, 1989, a meeting was held with Mr. McDonald and Mr. Sinclair, owners and Mr. Turner the manager of this facility.

The key inputs provided were:

- . very competitive between private operators;
- . Huskie contract lost to Trinity and will likely close B & C rinks;
- . market is adult hockey but loosing 10 to 15 teams a year;
- . likely no room in market for this facility in 10 to 15 years based on current trends even if no new arenas developed;
- . used to be year-round, stopped in 1987/88;
- . hockey appears to be in decline for all age groups, youth and adult;

- . decline is due to:
 - injuries;
 - competitiveness;
 - proportion of blue collar families;
 - increases in intervening opportunities such as soccer and aquatics.
- . have offered to lease or sell facility to City;
- . people want higher scaled (fancier) facilities;
- . users don't like higher prices as City arenas are subsidized and this is not good/effective use of tax funds;
- . operating at a significant financial loss and future is not certain.

Trinity/Barton - Ancaster/Hamilton

The Trinity and Barton facilities are separately incorporated but owned by the same person. Mr. Jarvis West manages both facilities and was interviewed on June 13, 1989. The following represents the received comments:

- . key to success is to run own men's hockey league;
- . number of teams declining but still enough to absorb prime time hours;
- . Trinity has been in receivership once;
- . arenas built by other municipalities have hurt;

- . City twin pad would have a significant negative effect; one of these two facilities would have to go;
- . a bleak future as see figure skating, public skating and minor hockey in decline;
- . operate at a loss;
- . need rental rates that approximate Toronto Double Rink of \$190 per hour;
- . Trinity used to a year round facility but market evaporated in 1989 when Lawfield and Burlington's Mainway entered summer ice market;
- . summer hockey felt to be decline;
- . Trinity on septic system and Town water which restricts conversion to other land uses at this time.

Dofasco Twin Rink - Stoney Creek

The site was visited on June 21, 1989. The following were the staff's comments:

- . program growing:
 - adult hockey
 - figure skating
 - minor hockey
- . little or no ice time available at prime time;
- . summer ice heavily utilized.

4.0 ARENA NEEDS EVALUATION

4.1 Current Use Analysis

Table 4-1 provides a general market assessment of current arena use and activities in the City of Hamilton, some history, and trends.

This assessment, combined with the user group analysis indicates that minor hockey is the largest user base but that it is in a relatively mature market position. Decline in the absolute numbers of youths in the relevant age categories, and the proliferation of other alternative activities for youths, several of which are less competitive and less physical in nature, has caused a general decline in minor hockey registration over the last ten to fifteen years. However, relative stability has been reached in recent years.

Historically, much of the need for arenas has been related to participation by boys in minor hockey programs. The Hamilton usage review reflects this pattern. However, over the last two decades many societal and participation trends have occurred that have resulted in the emergence of several newer and large users of arenas. Men's recreational hockey, ringette, girl's and women's hockey are clear examples. With the emergence of female participation at all minor hockey levels and the formation of the Ontario Women's Hockey Association to promote and govern women's hockey, the potential for significant growth of these participation segments is apparent.

TABLE 4-1

Arena Activity Market Assessment

Activities	In Decline	Mature	Modest Growth	High Growth	Undeveloped
<u>Hockey/Ringette</u>					
Minor		- recent decline in numbers now relatively stable			
Men's Adult			- period of intense growth completed, marginal growth		
Ringette			- growth base stalled, some decline but potential for more participants is viable		
Girl's					-no league; some play in minor hockey
Women's					-no Hamilton league; team in Stoney Creek

TABLE 4-1

Arena Activity Market Assessment

Activities	In Decline	Mature	Modest Growth	High Growth	Undeveloped
Hockey Development				- potential for high growth	
<u>Skating</u>					
Learn to Skate			- private skating clubs are forced to limit enrollment due to lack of ice time		
Power				- undeveloped potential for high growth	
Figure				- currently expanding significantly	
Public		- relatively mature; question is whether limited access is curtailing participants			
		- facility diversification ie: outdoor "Rink in the dark" may capture under served market			
Speed					-no active program

TABLE 4-1

Arena Activity Market Assessment

Activities	In Decline	Mature	Modest Growth	High Growth	Undeveloped
<u>Educational Use</u>					
McMaster Varsity Men					-program closed mainly due to ice availability and facility problems
McMaster Varsity Women			- limited by ice availability and facility quality problems		
McMaster Intramural		- use Dundas arena, no growth forecasted			
McMaster Curriculum			- limited by ice availability		
Mohawk College Program		- reasonable access to ice			
Board of Education Secondary, School Hockey		- ice availability reasonable due to non-prime time (afternoon) scheduling - growth would depend more on new secondary schools			

Arena Activity Market Assessment

Activities	In Decline	Mature	Modest Growth	High Growth	Undeveloped
Board of Education Curriculum			- is all daytime non-prime time use		
Seperate School Board - Secondary School Hockey League		- ice availability good; no growth unless new secondary schools			-no use made currently; cost a factor; would be all day time non-prime use.
Seperate School Board - Curriculum Use					
Special Events			- many ideas and needs; often it is the key activity for group cohesion focus and promotion		

TABLE 4-1

Arena Activity Market Assessment

<u>Activities</u>	<u>In Decline</u>	<u>Mature</u>	<u>Modest Growth</u>	<u>High Growth</u>	<u>Undeveloped</u>
<u>Ice Rental</u>					
Parties and Private Events			- growth area, impacted by price, lack of ice deters movement into this area		
Non-Organized Hockey			- highly transient, want fitness and socialization, don't overly scheduled committees		
<u>Summer Use</u>					
Summer Hockey			- recent high growth in Burlington and Lawfield, decline in private arenas		

TABLE 4-1

Arena Activity Market Assessment

<u>Activities</u>	<u>In Decline</u>	<u>Mature</u>	<u>Modest Growth</u>	<u>High Growth</u>	<u>Undeveloped</u>
Lacrosse		- long history of use, no apparent increase			
Summer Playgrounds		- long history, use fluctuations			

In more recent years the emergence of hockey development programs has also been most significant across Ontario and Canada. Power skating alone attracts over 1,000 participants a year in London and 600 a year in Kitchener. Many participants are hockey or ringette players, however, many are also non-aligned participants who wish to participate recreationally.

Arena usage has broadened extensively. As fast as some user categories have declined, other types of use or whole new user groups have quickly developed creating an overall expansion of ice time needs.

In Hamilton, the assessment suggests that no key arena user groups are currently in substantive declines. As a result, the dominance by minor hockey will likely prevail due to its historic base. Ten user groups have the potential for modest growth, three for significant growth, and four are currently under developed or latent in nature. Of these users, five are non-prime time, and one takes place in summer which leaves considerable additional usage potential for prime time hours, some of which will constitute significant blocks of time.

It would appear two significant constraints exist on the development of new activities:

- . access to prime time ice hours is extremely limited in municipal arenas;

- . the higher costs of private arena ice is a deterrent to formulating groups who, being new and often youth-oriented, are cost sensitive and have considerable difficulty in obtaining public or private external funding.

From an strategic perspective, the Hamilton arena activities market is underserviced as per the following considerations:

- . larger established users have dominant access to subsidized municipal arena facilities:
 - minor hockey
 - ringette
 - figure skating
- . adult oriented arena users for the most part must use facilities outside of the City:
 - Women's Hockey
 - Men's Recreational Hockey
- . new forms of ice activities remain under developed or undeveloped:
 - Girl's Hockey
 - Power Skating
 - Speed Skating

The availability of indoor ice facilities relative to the number of hours; time of day and day of week; and the price of ice are key determinants in the evolution of the arena user market. Lower overall supply levels as indicated

previously in Table 2-3 and the higher costs of a significant portion of the ice that is available have contributed to a generally underserviced market. Adults, who can afford higher user fees have gone to six out of town, and two private in town ice surfaces to overcome this problem. The youth, skill-based and new activities have either not grown or have not formed due to the ice availability constraints.

4.2 Population Age and Ice Activity Trends

Based on Table 1 in Section 1.1 of this study, the zero to fourteen year age cohorts are those that generally capture preschool and youth minor sports market. The population projection data indicates marginal growth for both male and female categories in this age range. The projections indicate marginal growth of 1300 boys, 900 girls, or 2100 children between 1988 to 1996 with a decline of nearly 3000 girls, 2900 boys, or 5900 children over the succeeding ten years. As a result, youth activities could experience a small short term growth, but over the ensuing fourteen year period they will decline marginally. Thus, a reactively stable population base is projected. The key point of interest will be the future penetration rate (i.e.: the percent of children in these age cohorts who participate in ice related activities).

Factors affecting the penetration rate include:

- costs;
- competing activity alternatives;
- facility quality;
- program quality and supply;
- social values priorities.

Participation in Minor Hockey in Ontario and Canada has declined in the last decade by over 25% primarily due to a decline in the related population cohorts. Meanwhile, aquatics, gymnastics and figure skating have grown substantially due in part to Olympic exposure, and also because people are looking for different types of activities, and in part due to the increasing violent image of hockey along with escalating equipment costs, participation fees and competitiveness. However, certain communities have experienced a stabilization in the decline. Some of the contributing factors in this regard include the elimination of body checking program emphasis on hockey development and so forth.

It would appear that hockey, due to its national appeal, history and cultural linkages will always be a major user of ice facilities. It appears that a relative stabilization has occurred in participation trends.

Organized skating is a growth activity. Figure skating has achieved more popular status, has enhanced visibility and continues to attract participants. Power skating is a new form of activity that is skill in developmentally based. It appeals to a wide market from hockey players to skating enthusiasts. It serves both boys and girls and can attract adults. This wide appeal has created a growth curve that continues in most communities if promoted effectively and if quality leadership is apparent.

Speed skating is generally a low visibility activity. Indoor speed skating in traditional arenas is the only viable format as outdoor surfaces have variable quality and availability due to weather and a full indoor oval is beyond economic reason. Speed skating clubs, often sponsored by

the Sertoma Club, are located in several communities. They offer programs for adults and youth, males and females. There is a well developed national and provincial championship program for speed skaters. The potential for this activity is enhanced by recent Canadian successes at the world level along with this activity's emphasis in skill and fitness.

For the youth age categories, the dominant activity of hockey, many have declined but this has been more than offset by new activities or increases in lower profile activities. These movements have widened the youth market in two dimensions:

- . bought in several activity opportunities for girls (i.e.: ringette, girls hockey, etc.);
- . created opportunities for boys who do not wish to participate in hockey; power, figure and speed skating.

Overall, the youth market for ice based activities has grown and will likely continue to do so for the above-noted reasons.

For the young adult age cohort of 15 to 24 years of age, the predictions indicate a decline of 20 to 25% by 2001 and then a small increase. The key activities for this age group are the older age categories of minor hockey, power skating, high school hockey, junior hockey, figure skating and adult recreational hockey.

Minor hockey declines have been greatest in the older age categories which has seen a drastic lowering of midget and juvenile age participants. However, high school hockey has undergone a resurgence in recent years.

Figure skating continues to be popular in this age group for the more serious participants, while power skating attracts older youth who are newer to ice activities and who desire high skill development.

A key growth area for this age group will be adult recreational hockey.

Women's hockey is also an emerging activity for this age group as are higher age categories for ringette. The decline in boy's hockey is again offset by growth in high school hockey, adult recreational hockey and some emerging opportunities for females who have historically been very limited participants at this age level.

In the adult cohorts, 25 to 59 years of age, a huge change has taken place. Over the last two decades men's recreational hockey has become a growth industry via:

- leagues;
- tournaments;
- corporate sponsorship, etc.

The introduction of no body contact play has reduced injury risk and therefore appeal. Also the fitness dimension has inspired many participants. The growth has been paralleled in slo-pitch baseball.

In this Hamilton age group, the male population is forecasted to grow by 5000 persons with the number of females increasing correspondingly by the year 2006.

No decline in participation by this age group is evident in most communities, however, the rate of growth is clearly stabilizing. The private arena supplier interviews in this study indicated declines, however, ice requests to arena managers and those received in this study indicate considerable unserviced demand, some 1800 hours by one group alone.

As these situations stabilize, changes occur. In recent years, age related hockey leagues have appeared (i.e.: over 30, over 35, over 40, etc.). This situation reflects the willingness of participants to develop programs that better suit their needs and situations. As a result of this trend, more men will play longer, thus increasing the participant base on an annual basis.

For women, no emerging trend is apparent at this time. However, as more girls participate in ringette, girls and women's hockey over time, a growth in female participation could be realized. This outcome could be occurring within ten years but its likely heavy impact if it occurs will be beyond the year 2000.

The growth in adult participation reflects a change in societal focus. In the 1960's, youths were exposed in school and elsewhere to recreation as a lifelong pursuit. Smaller families, more amenities in the home and higher incomes have supported increase participation. Rule changes to adopt to aging also were integral. The fitness thrust of society also has contributed to increased levels of

participation. There focus, plus increasing organization of age-related leagues should result in future growth in ice hockey and skating pursuits but not at the observed rates of the last ten years.

For senior citizens, 60 years and older, interest is now begin expressed for more physically based activities that support fitness, socialization and personal interests and skills.

Skating is one activity in which many seniors can participate. Better health care and fitness, early retirements, more effective pensions and board acceptance of senior's participation all support growth for this market. In the past little has occurred to service this group. How question arise related to what interests do they have, and what will be the impact influx of retirees into this age grouping who have played hockey for years and wish to continue some form of activity. Clearly the change in activity patterns and emerging values of seniors could have dramatic influence on ice related activities. On top of this, the absolute number of seniors will grow in Hamilton. Over the 1988 to 2006 period, 7000 additional seniors are forecasted, the largest increase for any age segment.

In summary, the age and activity trend assessment results in the following key assumptions:

- . the population is definitely aging, although the youth age cohorts will decline marginally after 1996;

- . ice activity proliferation for males and females is bringing in many new participants who have to been traditionally served which offsets declines in minor hockey;
- . age based adult hockey will allow participants to stay involved at rates greater than the past which will create continued but lower growth in the adult hockey market;
- . seniors participation potential in ice activities is not well defined but the variables exist to suggest that growth in participation could occur in ten to fifteen years.

4.3 Specific Ice Time Requests

The research phase of this study solicited input from a wide network of current and potential user groups of arena facilities, and also included meetings with municipal staff and private arena owners and/or staff.

Table 4-2 summarizes the requests for ice time and ancillary facilities put forward by various participating groups. The groups are wide-ranged, do not represent causal or random needs and are virtually all potential prime time users.

In all, the requests for ice from established groups, represented 6522 hours per winter season plus an additional 1380 hours per summer season.

TABLE 4-2

Current and Potential Ice User Requests Related to Arena Resources

User	Current Uses	Current Location	Current Allocation	Additional Requests	Other
Inter-Hospital	- cancelled due to lack of ice time and poor conditions of private arenas		- none	- 2 tournaments per year, 16 teams - 110 hours per season	
Hamilton - Stoneycreek Figure Skating Club	- figure skating - Can skate	Lawfield Rosedale	16 3/4 hours per week for 375 participants	West Mountain or central and western area of lower Hamilton - no specific amount indicated but 10 or more hours a week is possible or 400 hours per season.	
Hamilton/Wentworth Figure Skating Club	- figure skating - Can skate - Adults	Wentworth Triple Rinks	16 hours per week	- need 6 hours per week for 300 participants - a total of 28 to 30 hours per week desirable.	Current facility minimally acceptable

TABLE 4-2

Current and Potential Ice User Requests Related to Arena Resources

User	Current Uses	Current Location	Current Allocation	Additional Requests	Other
Hamilton Minor Hockey Council	- Houseleague	all city arenas	241 hours per week for 2,893 participants	26 hours per week to sustain for Novices - 1/2 ice practice and one game per week	
	- Hub League	- no municipal arena allocated	- no formal city ice	Atom to - 1 full ice Midget practice and one game per week	
	- "AA" & "AAA" Huskies Program	- no municipal ice allocated in 1988/89	- no formal city ice	37 hours per week for 318 participants 52 hours per week for 313 participants (Currently contracted at Trinity Double Rinks, Ancaster for 1989/90 season)	
TOTAL			241 hours in city	115 hours per week plus 400 hours for tournaments or 3500 to 4000 hours per winter season.	Considered a minimal request

A single pad arena has a prime time ice supply of 57 hours per typical week, i.e., 25 hours on weekdays and 32 hours on weekends, for the period from October 1st to April 30th, which comprises approximately thirty weeks. Therefore, 1700 to 1750 prime time hours are available per single pad facility. A twin pad arena would therefore provide up to 3500 prime time hours per year or 53.7% of the hours requested by these established groups.

These numbers do not include the following:

- . increases in ice time to service growth in population;
- . needs of new or underserviced activities such as women's hockey;
- . potential demand impact if one or more private arenas closed due to financial viability or alternative land use investment decisions.

Related to summer ice, 1380 hours were identified as desired via the submissions. Considering a ten week operating period, and up to 100 hours per week per ice pad as prime time, 1000 hours would be available. The requests would consume 130% of a single pad or 69.0% of a twin pad's availability.

Another user group is comprised of activities or small groups which are currently constrained due to a lack of an available facility. Girl's and women's hockey, speciality skating and other uses are included in this group. It is very difficult to anticipate these needs, but collectively, 30 hours per week in the future would allow for up to 10

hours per week for 3 groups or 7.5 hours per week for 4 groups. Considering these possibilities, a latent demand of up to 1000 hours a year is possible to perceive .

4.4 Ice Time Needs Assessment

The public submissions, market assessment and current ice user analyses indicated a wide gap between current supply of prime time hours and the identified requests. The gap further widens when considering the areas of change and underservicing that also exist. The following summary outlines this relationship:

. Prime Time Municipal Ice Hours available (18 hours per week x 30 weeks)	390
. Prime Time Private Ice available	<u>1800</u>
. Total Prime Time Ice Hours available	2190
. Prime Time Hours Requested	6522
. Assumption of Additional Need for Growth and New Activities	<u>1000</u>
. Total Hours Needed	7522
. Shortfall	<u>5332</u> =====

The 5332 prime time hours shortfall would decline by 1000 hours due to the Huskies and Hub Minor Hockey League overlap, resulting in new requests of 4332 hours.

This assessment assumes no hours for random or casual users and the fact that the private ice not utilized has a user market beyond Hamilton that is 71.6% the size of the Hamilton population.

It is evident that the needs assessment cannot be defined to the nearest hour or an absolute figure due to many complexities. However, it is clear that an immediate need for at least 5000 prime time hours per year is potentially realistic considering current requests, population growth and new activity requirements. Also, it allows for an adequate contingency as not all prime time hours will be 100% saleable over a full operating season. What the numbers do not reflect, is the impact of any closures of private facilities. Considering the 2 to 3 year lead times for construction of new facilities, some consideration of this possibility needs to be employed in the planning process.

Based on these results, up to four ice surfaces over the next ten years would be a minimum approach relative to indoor facilities, with six to eight surfaces constituting a moderate to high servicing strategy.

5.0 STRATEGIC CONSIDERATIONS

In order to move towards specific short term recommendations, a framework of strategies and other considerations needs to be developed. Once completed, the detailed, implementation driven strategies and tasks can be formulated.

5.1 Conclusions

A series of significant conclusions have been identified from the research which form a basis upon which to develop the strategic assessment and conclusions:

- . that the City's population will only grow marginally over the next ten years from 307,200 to 311,700 but will age significantly with marginal declines in youth cohorts, significant declines in young adult groups and increasing growth as one moves up the age cohorts;
- . that the City arenas are over 90% utilized for prime time and only one-third utilized for non-prime time;
- . that to move substantial prime time use to non-prime time slots is impractical and therefore non-prime time uses represent a distinct market segment in which day time availability is the key factor;
- . Hamilton's ratio of arenas to population is very high, particularly in comparison to other communities, being twice the ratio in some cases;

that municipal arena utilization is conventionally based on minor hockey, figure skating and rentals, leaving little flexibility to support broader community needs or emerging or new ice-based activities;

that the private arenas focus on adult hockey, figure skating and competitive youth hockey;

that the private arenas clearly see a bleak economic future and are disposed to closing facilities or converting to more beneficial land uses;

that many current and potential users are not satisfied with the quality or housekeeping conditions of the private facilities, find the higher ice rental rates a constraint, and therefore either refuse or cannot afford to utilize these facilities;

that over 5000 hours of prime time need was requested by generally long-established, well-organized groups;

that all neighbouring municipalities believe that a twin pad in Hamilton will not affect their prime time utilization, while one arena feels there will be an impact on non-prime time utilization if McMaster were to consolidate at one facility;

that the private sector feels that a new city arena would seriously undermine the financial viability of their operations;

that six of eight private ice surfaces are outside the city which would likely be the ones feeling the greatest impact, if a direct negative impact were to result;

that proliferation of activity forms is creating longer term participation relative to age, the attraction of females and non-hockey playing males into the market, and collectively this is more than offsetting declines in minor hockey and is forcing a need to serve a broader set of community needs and interests;

that in comparison to other communities, the Hamilton market is underserviced relative to indoor ice availability and associated programs particularly related to female hockey, certain skating activities, university hockey and segmented public skating;

that a need for a minimum of two twin pads is required over the next ten years in order to service:

- current requests;
- activity growth;
- to focus on in-city servicing similar to what occurs in virtually every other large city in Ontario.

that a multi-use component, possibly with a track, community rooms, etc., needs to be considered in order to meet user group demands and to achieve economies of scale related to both capital and operational costs.

5.2 Goals and Objectives

The basis of strategic development is to establish key goals and supporting objectives based on the direct research associated with this study and indirect inputs form trends an patterns in municipal recreation.

Three goals have been identified as a basis for the overall strategic assessment. The recommended goals are:

- . to more fully develop the ice based municipal recreation market to serve all ages and interests on an equal basis;
- . to develop arena facilities of a quality and at a service level that meets the identifiable needs of the community and its residents;
- . to operate facilities in a manner that maximizes their utilization and reasonably recovers their direct costs without creating significant user barriers.

The first goal reflects the fact the current range of programming is traditionally based and narrow in scope. Girl's and women's use appears to be limited, few new program initiatives are evident. The limited supply of ice has been a primary constraint as has dependence on higher cost, out of City ice. Without an active organizing and facilitation effort, a broader community servicing opportunity will not be achieved and residents of less conventional arena user groups will not become involved in activities they may wish to try out or participate in. A

are thrust on activity development is needed based on departmental facilitation and not necessarily via direct program delivery.

The second goal represents a thrust targeted directly on what the need assessment indicates is a substantial number of hours desired by current and potential user groups for the use of municipal arenas. The goal also identifies a need to ensure the facilities meet user and community expectations relative to quality, amenities, appeal and the increasing specialization that is needed to adequately support certain ice based activities.

Goal three articulates a need to ensure revenues and operational costs are balanced so that user fees are not an undue constraint and the arenas don't absorb an undue subsidy at the expense of other tax supported needs or the tax payers directly. Additionally, utilization should be maximized so the overdevelopment of arenas does not occur.

To further operationalize these goals, supporting objectives have been developed.

GOAL 1
TO MORE FULLY DEVELOP THE ICE BASED
MUNICIPAL RECREATION MARKET

OBJECTIVES

1. To investigate the need for/interest in emerging activity types related to:
 - girl's hockey
 - women's hockey
 - special populations
 - seniors' program
 - ball hockey league
 - parties
 - speed skating

2. To actively facilitate expansion of current uses and programs in:
 - preschool
 - school curriculum use
 - targeted public skating
 - youth
 - adult
 - teen
 - family
 - seniors
 - ringette
 - skating club programs
 - minor hockey

3. To assist user groups to refine, target and promote their programs and services through the provision of:
 - technical assistance
 - promotional and marketing support
 - registration assistance via computer services, enquiry handling and so forth

GOAL 2
TO DEVELOP ARENA FACILITIES

1. To provide a minimum two ice surface in each major sector of the City.
2. To plan arena facilities on the basis of one surface per 20,000 to 25,000 residents and to implement development when need is identifiable both related to:
 - current requests
 - anticipated usage based on population projections and use/user trends
3. To develop facilities in a multi-use manner where additional uses are identifiable related to need and not compromise the basic arena facility.
4. To investigate for each planned arena facility, development options related to working with other suppliers, operators or joint venture partners.

GOAL 3
TO OPERATE FACILITIES IN A MANNER THAT
MAXIMIZES UTILIZATION AND DOES NOT UNDULY REDUCE ACCESS

1. To achieve prime time utilization of over 90% and non-prime time utilization of 50 to 60%.
2. To develop revenue income from all sources for each arena facility that recovers a minimum of 80% of direct operating costs and strives to achieve 100%.
3. To implement a procedure that subsidizes user fees for those that reasonably find them a barrier to access and which integrates with an overall Departmental access policy.

5.3 Strategy Development

In order to identify alternative strategies, a basis for understanding the alternatives is required. For arenas, the following considerations apply:

- . 15 to 20% operational economies of scale if twin pads are developed versus single pad facilities;
- . arenas are district or large area facilities that service groups of neighbourhoods, therefore servicing sectors of a large City;
- . that facility specialization for selected arena uses will free-up arena time for more mass use participants potentially closer to their area of residence and will better be able to service participants in the specialized use;
- . that use levels/need will increase over time due to the ongoing development of new ice based recreational activities;
- . that user expectations on facility quality greatly influence utilization and user satisfaction, therefore facilities have to have contemporary amenities (showers and large locker rooms), be clean, appealing, well maintained and provide quality surfaces;
- . that rental costs are both a determinant of a user's value for the service and constraint to participation for low income participants, therefore cost must reflect a balance between user pay and public accessibility and community/public good.

5.4 Strategic Alternatives

Four general strategies have been identified relative to servicing identified current and potential future Hamilton based indoor ice needs. The four strategies are:

- . no additional public facilities
- . minimal service
- . enhanced service
- . optimum service

5.4.1 No Additional Public Facilities

This strategy places the servicing emphasis on the private and/or not for profit sectors. Hamilton is clearly unique related to the role the private sector plays in the arena supply system. However, the strategy clearly is not viable under the current operating context as the private facilities are seen by past, current and potential users as unacceptable on housekeeping, maintenance and amenity parameters. Therefore, the private sector would need to enlarge their income in order to offer facilities related more successfully to their client's expectations.

Currently a differential of \$40.00 to \$45.00 per hour for adult prime time ice exists between city and private arenas and \$50.00 to \$60.00 for youth based ice use. The private operators themselves have identified a need for more revenue and cited figures up to \$180.00 to \$190.00 per hour. Such rates would reduce the market need substantially as the current differential was identified as a barrier by most users.

The City's role in this strategy would be one of subsidization if a balance between community needs and expectations and costs were to be achieved. Considering the higher prices needed to upgrade the quality of these facilities, a subsidy of \$80.00 to \$85.00 per hour is not unrealistic for youth sports, developing programs or mass participation activities. This level of subsidy would represent around \$140,000.00 a year in subsidies for prime time hours in a single pad private facility.

The overall conclusion is that financially, the no additional city arena scenario will likely require significant subsidization in order to effect servicing.

The key goals of this scenario are:

- . to maximize utilization of existing private arenas in and outside the City;
- . to not incur capital costs on behalf of the City.

This scenario has the following strengths and weakness:

PROS

- . no city capital funding
- . negotiated annual operation costs
- . don't use up parkland

CONS

- . residents will have to go increasingly outside the City to gain service.
- . integration of multi-use concept will not be achieved.
- . arena supply not guaranteed or necessarily stable due to investment choices of owners, financial viability, etc. Therefore could have to develop resources quickly if private operators leave this market.
- . no control on quality of facilities, safety, etc.
- . annual rate and operational negotiations will be a significant administrative task.
- . age and condition of some private facilities may not allow them to be viable related to market needs and City goals.

The key strength of this scenario is not having to finance arena projects relative to capital funds. Operationally, the outcomes will likely be the same relative to costs.

The key negative is the fact that most of this ice is outside the City and no long term stability is guaranteed. As a result, the City could be either forced to or heavily pressured to buy one of these facilities if they were to

close, even though they are outside the City. City located facilities would be preferred due to property taxes and local area services being a preferred planning model.

5.4.2 Minimal Service Strategy

The Minimal Service Scenario has the following goals:

- . to meet realistic current identifiable need;
- . to ensure in city area resource opportunities;
- . to facilitate ice use specialization where reasonable;
- . to ensure arena resources are available in all sectors of the City;
- . to focus on youth, new ice use activity and unserved ice user segments of the market.

The scenario would call for the following:

- . development of one conventional twin pad arena facility immediately;
- . development of two additional ice pads in one of the following configuration:
 - twin pad with one convention pad and one skating centre;
 - twin two single pad facilities such as Lawfield with a conventional pad and develop a skating centre at Mountain arena.

This development program would meet the goals established and the needs currently identified. It would introduce specialization for skating which would have two positive impacts:

- . free up ice in local arenas for local use such as minor hockey, ringette, public skating, etc.
- . provide a facility more in tuned to the needs of all skating focused activities which tends to draw participants on a city-wide basis and not on a local area configuration.

The strengths and weakness of this scenario are:

PROS

CONS

- | | |
|--|-----------------------------|
| . more effective service levels | . significant capital costs |
| . facilities targeted at user requirements relative to location and speciality | |

5.4.3 Enhanced Servicing Scenario

This scenario clearly places the focus on the City meeting the ice needs of its residents relative to all ages, locations and activity forms.

The key goals of this scenario are:

- . to focus responsibility for servicing Hamilton residents for ice based opportunities primarily on the City for all ages and areas of the City;

- . to achieve a level of servicing beyond only currently identified needs, thus focusing on emerging activities, population growth and for latest demand that currently goes unnoticed.

This scenario calls for the development of five ice pads in the following configuration over the next ten years:

- . two twin pads;
- . one skating facility twinned to an existing facility.

The strengths and weaknesses of this scenario are:

PROS

- . specialized facility for skaters better serves them and frees up local arena time
- . adequate supply of ice to service Hamilton residents in City
- . adequate ice supply to foster new program developments.

CONS

- . higher capital costs
- . higher operational costs
- . private arenas will be negatively impacted.

This strategy, based on its three projects and ten year time frame, allows some protection for the users from the possible closure or conversion of the private arenas in the future.

5.4.4 Optimum Servicing Scenario

This scenario's primary focus is to significantly upgrade the level of servicing within the City. The goals are:

- . to provide ice resources within the City for a wide basis of Hamilton based users;
- . to increase the supply of ice time available in order to provide better opportunities for existing groups;
- . to increase the supply of ice time available to foster new activities and programs.

The Optimum Service Level scenario would pursue the following developments:

- . three twin pad facilities; two on the Mountain and one below;
- . two skating centres; one on the Mountain and one in lower Hamilton.

The key strengths and weaknesses of this scenario are:

PROS

- . excellent serving levels throughout the City
- . facilities for skating spread more evenly in community.

CONS

- . highest capital costs
- . significant operational cost increases.

5.5 Preferred Strategy

The four scenarios give two distinct choices relative to direction. One puts the onus on the private sector to supply the facilities for which existing ones are mostly external to the City. On two, initiate a program of municipal facilities to service current and future Hamilton based needs.

The first choice has risks involved, for a loss/closure of private arena resources could force the City to undertake quick decisions that are not necessarily the best routes in order to resolve immediate supply problems.

The key risks are:

- . virtually no City in Canada has used this approach and this would be definitely breaking new ground;
- . private arena failures are real such as the four pad Hockeyland facility in London and the previous bankruptcy of Trinity Double Rinks;
- . no long term guarantees related to supply as changes in ownership, land use options, investment priorities, and financial viability could cause the loss of needed resources;
- . current private facilities need extensive upgrading and better housekeeping to meet user expectations and generally excepted standards;

six of eight current ice pads are outside the City and why should Hamilton residents not have in City facility resource like other communities?;

- . cost of private ice delivered at municipal standards would require a substantial increase from current rates which would then require municipal subsidies in order to allow Hamilton program and services to be relatively equal to those in other communities relative to cost. These subsidies will become a major administration and political reality on an ongoing basis;
- . private sector arenas service the whole region and not just Hamilton residents and therefore, how are priorities, servicing, etc. to be established to protect the needs of Hamilton residents.

The private arena scenario is very complex and would not be successful as currently formulated. In effect to work, the only workable format is for the private arenas to develop and manage the facility and the City to program it.

The second choice involves the other three scenarios and is a conventional approach. Each of the scenarios simply reflects different levels of service to the residents. The minimal servicing concept attempts to meet existing need and not unduly influence the private arenas. The enhanced scenario calls for bringing the serving into the City and meet mostly existing requirements with some contingency. The optimum scenario calls for a best case situation relative to what is found in some other communities.

The capital costs of these scenarios is clearly a factor in determining feasibility. To establish this, the Mainway Arena in Burlington has been used as a model. Tendered in 1985, the twin pad component's project cost was \$4,450,000, which included \$500,000 for the land. Without land, which would assume Hamilton could use existing sites or obtain land via dedications under the Planning Act, the project cost \$3,950,000. Inflated at 7% compounded over 4 years, a 1989 constructed value of \$5,178,000 is reached, say \$5,200,000 or for a single pad facility, allowing for a 10% premium on economies of scale, a cost of \$3,120,000.

For a skating centre facility, the design parameters are less related to dressing rooms and some related features. However, the size is similar, an ice plant is required and the cost will be similar to a single surface. Therefore \$3,000,000 to \$3,200,000 is possible.

Based on these numbers the three City development scenarios would have 1989 capital cost forecasts as listed below. It must be noted these are arena costs only and at this point in the analysis do not incorporate any capital costs associated with including multi-use activities such as halls, tracks and so forth.

.	Minimal Servicing - 3 conventional pads	\$ 8,320,000
	1 skating pad	<u>3,200,000</u>
		\$11,520,000
.	Enhanced Servicing - 2 twin pads	\$10,400,000
	- 1 skating pad	<u>3,200,000</u>
		\$13,600,000

Optimum Servicing - 3 twin pads	\$15,600,000
- 2 skating pads	<u>6,400,000</u>
	\$22,000,000

These three scenarios nearly double in cost from minimal to optimum service levels. The incremental increase between the two lower service levels is \$2,080,000 for one more ice surface while the leap to the optimum is over \$8,000,000.

In order to select the Optimum Servicing level for the ten year time frame of this study, the City would have to be prepared to make arena development one of its chief priorities in comparison to other City capital needs.

Assuming a Wintario Capital Grant, and donations/fund raising could cover one quarter of the total capital costs, the City would need to contribute \$16,500,000 in 1989 dollars which would extend to \$22,000,000 to \$23,000,000 considering inflation over the 10 year period to support the Optimum Service Level scenario. This scenario appears to be overly aggressive in that it likely needs 15 to 20 years to be reasonably achieved. Therefore, the minimal and the enhanced scenarios are more feasible and realistic relative to capital funding and represent the two city based approaches that are preferable within the ten year view.

Currently, identifiable requests for ice time would virtually occupy the prime time available on the net gain of four ice pads proposed in the minimal servicing with little ice availability left to service growth or new ice based activities. Also random rentals or non block time users could be underserviced and would come forward if ice time were more available. One example is Copps Coliseum who in 1988/89 rented 102 hours to random ice uses at \$275 per ice

hour. This use will be terminated with the new Junior A team using the facility in the 1989/90 season and will likely be looking for other opportunities elsewhere in the City.

Therefore, the minimal servicing scenario will likely maintain a more status quo environment by servicing some Hamiltonians who use out of City arenas and by servicing current requests who do not wish to use what is available in private facilities.

The minimal strategy, based on discussion with neighbouring communities will have little or no effect on them. The impact on the private sector will depend on how much use is attracted away from their facilities and how much is new use of ice facilities. If a negative impact occurs, it would likely be related to the Trinity Double Rinks, due to its fragile financial history and more distant location outside the City of Hamilton.

The enhanced scenario results in 5 new ice surfaces over ten years. It attempts to achieve better economies of scale, both capital and operationally by developing twin pad facilities.

This scenario would be excellent related to servicing in-city users, new activities, population growth and in providing overall higher servicing levels. Assuming little population growth, up to 310,700 people by the year 2000, the ice servicing ratio would change from the existing one arena to 38,400 residents to one arena per 23,900 residents considering municipal arenas only.

Considering Hamilton servicing arenas, the current ratio of one arena per 23,600 residents would change to 1 to 17,300 residents which assumes no closure of other arena facilities. It would bring the servicing ratio more in line with other communities as detailed in Section 2 of this report.

The enhanced scenario would appear to have no impact on neighbouring communities considering their population too will be growing and that they are experiencing some difficulties in serving their own residents. For the private sector, it would likely mean the closure of Trinity Double Rink and Wentworth Triple Rinks which are the out of city facilities. Trinity has had financial difficulties and Wentworth is considering other land use options within the current market context. It is possible that both would close under any scenario as they are marginal operations, are not seen by some users as acceptable due to quality, price and operational issues and are sitting on land that is likely more valuable for other land uses. Therefore, with there long term positions questionable under several parameters, a clear message to the owners would be given by the city upon selection of this scenario and a ten year transition could be undertaken by these facilities.

The same considerations hold true for the Barton Street Double Rinks relative to its location, land value, etc. However, its in city location, accessibility and overall quality, on the surface, suggest it has a less risky position in this scenario.

In assuming the risks, the need, the standards for arena development in most communities and the costs, it would appear that the Minimal Service and Enhanced Service scenarios are preferred. The difference between the two is one ice surface but this influences cost and locational decisions. Considering user preferences for in-city facilities, requests to date for ice time and applying a longer term view of the potential need in this area of service, the Enhanced Scenario appears to resolve the most effectively the various considerations in front of the city at this time.

5.6 Facility Location and Project Scheduling

The locational selection for the proposed facilities in the Enhanced Servicing Scenario is based on the data presented in Section 1, 2 and 3 of this study. Three factors prevail in the locational assessment on a macro basis:

- . the Mountain area has a lower servicing level than other areas of the City;
- . the dominant population growth is occurring on the Mountain relative to both the general rise in population and related to the youth population cohorts;
- . all user submissions suggested a mountain location with little reference, usually only secondarily, to the lower Mountain area.

The Mountain area is served by 3 of the City's eight arenas and the Barton Street facility is also in the waterfront area. Therefore, the in city facilities split 7 to 3 relative to the two most distinct macro locational considerations in Hamilton.

On the Mountain, all three existing facilities are in the central section of the developed area. The western and eastern sectors are growing, are clearly definable areas and do not have district level arena facilities. The western sector has currently a larger population and more planned development than the eastern sector. Also, the Lawfield facility has current potential to service the eastern sector.

Therefore, a location in the western sector of the Mountain should be the first priority. The eastern sector would then be the next priority.

Relative to the skating facility, it has city wide servicing implications. It would also be preferred that it be developed with another ice facility to facilitate economies of operating scale and to better serve needs for skating shows, events and related larger scale activities.

The Mountain Arena would provide locational advantages:

- . parking and access;
- . larger seating area for events;
- . land availability if tennis courts relocated;

facility is identified as a city wide facility due to special events, Junior B activities, large seating capacities and overall space.

In the lower Mountain area, none of the existing arena sites have the same set of favourable variables. The Scott Park site is fully developed. Eastwood would require the use of valuable parkland in this area. Coronation is not centrally located and is isolated. The Rosedale site would require construction on a steep slope that would be unsuitable. Parkdale has some potential but valuable parkland would be needed and the existing arena would contribute little to the city wide perspective of the skating centre facility. A second possible site would be Lawfield Arena due to its central location, space, year round ice operation and seating of 800 people.

The key strategic evaluation concerns are:

- . loss or relocation of tennis courts at Mountain Arena;
- . Lawfield has less seating capacity;
- . sets, wardrobes, etc. would have to be transported to Mountain Arena for large events.

Overall, the Mountain Arena site is preferred due to its seating and overall configuration in support of on-ice productions and shows which already occur in this facility. The key concerns would be the loss/relocation requirements for the tennis courts.

Relative to timing, a reasonably spaced program is required in order to maximize grants and fund raising and to grow with demand and not ahead of it. The following allows for immediate servicing of the needs identified and then schedules development to reflect growth in population and use.

<u>CONSTRUCTION YEAR</u>	<u>OPERATIONAL START-UP</u>	<u>FACILITY</u>
1990	1991	West Mountain Twin Pad
1993	1994	Skating Centre
1997	1998	East Mountain Twin Pad

5.7 Multi-Use Considerations

In strategic terms, the discussion to this point has focused on ice based facilities only due to the primary focus of this study and the role of the existing private sector arenas. This approach allows for a more focused discussion.

With the input from the public meetings and user submissions and examining trends in recreation facility development, a need to consider a multiple use concept is apparent. Multiple use related to this study means developing facilities that maximize use on a year round basis and which broaden the use base by adjoining other facilities that service other types of recreational activities to a core arena facility.

To this point, the study has received or seen proposals that would include an arena with:

- . an indoor pool on the Chedoke Hospital site;
- . an arena and field house on McMaster University's East Campus;
- . track and field facilities;
- . community centre/hall;
- . meeting room;
- . outdoor sports fields;

The larger the complex the more land, capital funds and operational revenues/subsidies that are needed. Also, the larger the facility the more time required to raise the funds and establish the design of the facility.

In recent years some examples of multi-use facilities are:

- | | |
|---|---|
| <ul style="list-style-type: none"> . Nichols Community Centre
London | <ul style="list-style-type: none"> - 2 ice pads; - community room; - meeting room. |
| <ul style="list-style-type: none"> . Auditorium Twin Pad
Kitchener | <ul style="list-style-type: none"> - 2 ice pads; - large community room; - training amphitheatre; - meeting rooms; - fitness centre. |
| <ul style="list-style-type: none"> . Conestoga College
Kitchener | <ul style="list-style-type: none"> - 1 ice pad; - 1 gymnasium; - a fitness centre; - training facilities. |

Mainway Twin Pad
Burlington

- 2 ice pads;
- large community hall;
- meeting rooms.

Both Mainway and Nichols had the community centre either added or enlarged on a phased basis within five years of opening the arena component of the facility.

Also to be considered for a new twin pad arena is the impact of tournaments and special events. Hockey tournament operators prefer twin pads because there is a more central focus to their event, thus less between facility travel. A new twin pad will attract this type of use, likely well beyond current tournament levels in Hamilton as current facilities are limited or unacceptable for this activity. Tournaments are a growing activity in both adult and youth sports and will be a factor in the design process.

To support tournaments, dry land rooms are needed for registration, media, results, social activities and so forth. Therefore, a minimum of one large assembly room for up to 200 people and two smaller meeting rooms would be useful to this activity. On a year round basis they would support public meetings, recreation programs, award ceremonies, training events for coaches and officials and local community needs. The parking, control, concession and related services would not have to be duplicated and operational economies would exist related to housekeeping, bookings and so forth.

Another significant trend in minor sports and adult recreational sports is training. An amphitheatre would facilitate the on and off ice relationships of a good training package.

The Mainway Hall and kitchen cost \$1,100,000, tendered in 1988. In the Kitchener facility, the additional facilities, though hard to separate, are estimated at \$2,000,000 providing three meeting rooms, amphitheatre and large community hall and kitchen.

The Kitchener facility is very large and services a whole region in that it is part of the Memorial Auditorium Complex. Its scale is beyond the scope of the facilities being studied in this report. The Mainway facility provides a large hall only. Considering a hall and support facilities for 350 people at 20 square feet per person plus an additional 1000 square feet for a meeting room and amphitheatre, approximately 8000 square feet is required. Using project costs of \$90 a square foot for this type of space, including architectural fees, a cost of \$765,000 is estimated.

Beyond these related ice based facilities, consideration for an indoor track needs review. Three submissions were received in this regard, one from McMaster University, from the Olympic Track and Field Club and the Hamilton Board of Education. No indoor training facilities exist for this activity outside of Toronto. All groups were commuting to York University to undertake their indoor training. The rental costs in Toronto and the costs in dollars and time related to the commuting, became excessive and all groups have had to find corridors at Mountain Arena or secondary schools in order to train.

If designed into a multi-use facility initially the capital costs can be reduced. Operational costs are minimal as the facility is self operating program wise.

Capital costs with involve the track space, rubberized surface, and two locker rooms. A capital cost of a minimum of \$700,000 is based on the following:

Track Surface	\$ 75,000
Enlarge Building Space for Track	450,000
Locker Rooms	125,000
Equipment and Miscellaneous	<u>50,000</u>
	\$700,000

The facility would be available to:

- . Mohawk College;
- . McMaster University;
- . Secondary Schools;
- . Track and Field Clubs;
- . public interested in indoor jogging.

The facility has day and evening time utility for organized and unorganized use. It operated in conjunction with one arena surface and related facilities, it could support local meets but would be primarily a training oriented facility.

Relative to sports fields, a good fit is available in that in the summer use of locker rooms, washrooms, etc. within the arena facility could be utilized. The larger indoor rooms would also integrate with field sport tournaments for baseball and soccer. The amphitheatre would also support sports camps and related activities.

The key consideration here is the additional land requirements for field development. One submission from Hamilton Baseball/Softball Council identified an interest. A multiple field development of two or three ball fields and two soccer fields would require 3 to 4 relatively flat, cleared acres. Development costs would be in the order of \$500,000 plus land for quality facilities with lighting, bleachers, related services plus fencing, infields and standards.

Though the fit is excellent relative to seasonal integration and therefore maximizing use, immediate need for such fields requires further study and identification.

An indoor pool and field house, in conjunction with McMaster University have been discussed. Both of these are viable relative to multi-use development. Both would incur more capital costs than the arena facility being considered. No apparent need has come forth in this study program beyond some discussion with McMaster University's Department of Physical Education. This study has not focused on facilities of this magnitude relative to needs assessment or public input as each would require its own feasibility analysis.

Another joint use is the potential to house the Ontario Arena Association's Provincial Office. Hamilton has been selected as one of the potential sites due to access to airports, Highway 403 and its central location.

The Association will require:

- . a separate entrance;
- . 600 square feet of office space;
- . access to a boardroom.

The Association would consider putting in some capital to cover its facility, but would prefer a lease arrangement. The Association also wishes to operate a demonstration and training program for its members. It would periodically rent ice to support this function, most of which would be non prime time.

The capital cost of 600 square feet at \$90 per square foot would be approximately \$54,000. A lease fee of up to \$10 a square foot would recapture costs over the long term.

In summary, the following multi-use components have identification and viability:

- . community hall;
- . training amphitheatre;
- . meeting rooms;
- . track centre;
- . potential for field sports;
- . Ontario Arena Association Office.

5.8 Non Prime Time Utilization

The thrust of the discussion in the study is focused on prime time use which ranges from 57 to 65 hours for a typical week for each ice surface.

Non-prime time varies but after time for ice maintenance can range to 45 to 50 hours per week per ice pad.

Non prime time ice is difficult to sell as children are in school, adults working and so forth. The private operators indicate little to no utilization while city rinks use 25 to 35% of time available.

A key cost accounting factor is that arenas are primary fixed cost centres. The ice, building, manpower and so forth are required whether the ice is utilized or not during the day. Lighting and some cleaning supplies are direct cost considerations. Non-prime ice could be sold for as little as \$10 or \$15 an hour and be able to cover any incremental costs.

Typically, municipal recreation departments operate learn to skate, seniors skating, preschool, shinny pick-up hockey and related types of activities to generate some use during non prime times.

Another potential user of these time is school physical education curriculums. The Separate School Board is currently not involved. Based on arena schedules, the Public Board makes limited use of these facilities. In other cities, considerably more use is made, such as the London Public School Board program to have all Grade fives in their system on the ice three times per season. If cost is an impediment to School Board use, possibly a low hourly rate or block sale program would activates this potential use.

Programming for seniors and preschool, shift workers and block sales are all possible. Active marketing is needed, not just for new facilities but for the existing ones in order to achieve greater day time utilization. Also, after school programs on their own, with the Hamilton YMCA after school child care program and other groups is possible.

A concentrated effort in this area is definitely needed in order to maximize use.

5.9 Strategic Recommendations

The following represents the key recommendations from the Strategic Assessment:

- .1 That the City of Hamilton accept the Enhanced Servicing Scenario involving the development of two twin pad arenas and a skating centre over the next ten years.
- .2 That the location be as follows:
 - west Mountain area;
 - east Mountain area;
 - skating centre at Mountain Arena.
- .3 That the first facility, based on current input, be multiple purpose in nature, possibly incorporating the following:
 - a track facility;
 - 350 person hall and two meeting rooms;
 - amphitheatre;

- possible development with a sports fields complex if need is identified;
- a potential arrangement with the Ontario Arena Association.

.4 That the Department of Recreation and Culture undertake a concentrated marketing effort to increase utilization of non prime time ice.

6.0 IMPLEMENTATION PROGRAM

The strategic assessment has identified a need for five ice pads, their general location and capital cost considerations.

The overall strategy delineates a three phased program over ten years. The following sections deal with specific implementation strategies and recommendations. The primary focus is on the West Mountain phase due to the strategic recommendation that it be first and in 1990. The other phases are also dealt with but due to their longer range time frame, the data is necessarily less detailed.

6.1 Phase I - West Mountain Twin Pad Arena

Phase I involves a twin pad facility in the West Mountain area. It is proposed to be developed in 1990 and targeted at the 4000 prime time hours identified in Section 2.0 of this study. These groups involve children related to minor hockey and skating club activities, adult hockey use and institutional use particularly related to McMaster University.

6.1.1 Implementation Strategies

Three potential implementation strategies have been identified. They are:

- . twin pad arena alone;
- . multiple use arena facility;
- . joint development with McMaster University.

The first strategy alternative would have the City develop a twin pad arena only on a site on the west Mountain. This would be less expensive than the second alternative which would incorporate additional recreational uses.

The third strategy is much different. It would try to satisfy the needs of two groups, the City and McMaster University. McMaster does not have an arena facility. It's men's Varsity program has been suspended due to ice availability, facility quality problems and other factors. The university has identified a need but has limited funds or access to funds for this type of facility. However, it feels it has land it could contribute. The university prefers their East Campus site for the following reasons:

- . good access for curriculum and intramural use;
- . close to residences that could be used for summer sports camp programs;
- . could be part of larger sports complex which they envisage in the future.

Clearly this site would be advantageous to the University but is not a priority location for the City's needs.

The University also has lands at Chedoke Hospital on the West Mountain. Over 100 acres are undeveloped. An indoor pool has also been considered for this site. This site is less preferred by the university due to the longer travel times and reduced potential for integration with the summer sports camp operation.

The joint development strategy with McMaster University would require a detailed operating agreement. The university would require access to considerable amounts of prime time ice, some on a variable schedule; for varsity activity. This type of need would be potentially disruptive to consistent block time scheduling which is preferred by minor sports and skating groups, i.e.: every Friday from 6 to 8 p.m. The university would need priority for its games for both men's and women's varsity teams.

The university strategy would likely fix the location at the Chedoke site and create a more flexible scheduling format. At the outset and who on the positive side, a major user would be incorporated into the project would use significant amounts of non-prime time ice and additional summer ice.

For the city, land may or may not be an issue relative to land already owned by the municipality. Therefore, a land contribution by the University may have limited value, especially if the two sites do not satisfy city locational requirements.

Table 6-1 summarizes the strengths and weaknesses of each of the three implementation alternatives.

TABLE 6-1

WEST MOUNTAIN IMPLEMENTATION ALTERNATIVES ASSESSMENT

	<u>PROS</u>	<u>CONS</u>
1. Arena only	. lowest capital and operating costs; . least site/area impact . broadest site flexibility	. no enhanced servicing functions provided;
2. Multi use Arena	. broader use served . more economies of scale for both capital and operating parameters . good site flexibility	. higher capital costs . marginally higher operating costs
3. City/University Joint development	. no land costs if land to be purchased . key user guaranteed . day time use would be higher . avoid duplication in the future if University develops own facility . intergrates well with track facility	. scheduling conflicts and distributions . special needs for university ie: more seating, permanently assigned rooms etc. would have to be provided however will university have funds to meet these needs

The preferred approach would be a joint development project with the university based on three conditions:

- . joint use allows for both parties to have use needs met;
- . university contributes financially over and above land;
- . if scheduling arrangements are viable.

6.1.2 Program Schedule

The twin pad in Phase I is primarily intended to provide ice opportunities for underserved groups, public skating and youth oriented activities related to figure skating and minor hockey. Additionally, McMaster, tournaments and related ice uses would be incorporated.

Figure 2 illustrates a proposed program/utilization schedule for each ice pad. Table 6-2 summarizes the use.

TABLE 6-2
TWIN PAD TIME ALLOCATION PER WEEK

<u>USER</u>	<u>PAD A</u>	<u>PAD B</u>	<u>TOTAL</u>
Minor Hockey	20	21	41
Skating Club	22	9	31
McMaster	--	31	31
Skating	16	2	18
Preschool	8	--	8
Rental	20	31	51
Schools	5	5	10
Adult Shinny	8	--	8
Ice Maintenance	<u>5</u>	<u>5</u>	<u>10</u>
	104	104	208

WEST MOUNTAIN TWIN PAD ARENA ICE UTILIZATION SCHEDULE -- PAD A

SCHEDULED TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
8:00	ICE MAINTENANCE AND RENTALS				SCHOOLS	MINOR HOCKEY	RENTAL	
9:00								
10:00								
11:00	PRESCHOOL					SKATING CLUB	PUBLIC SKATING	SKATING CLUB
12:00								
1:00	ADULT SHINNEY	RENTAL	ADULT SHINNEY	RENTAL	PUBLIC SKATING CLUB		FAMILY SKATING	
2:00								
3:00	AFTER SCHOOL					SKATING CLUB	ADULT SKATING	
4:00								
5:00	MINOR HOCKEY	SKATING CLUB	MINOR HOCKEY	SKATING CLUB	RENTAL	ADULT SKATING		
6:00								
7:00								
8:00								
9:00								
10:00	RENTALS							
11:00								
12:00								

FIGURE 2

WEST MOUNTAIN TWIN PAD ARENA ICE UTILIZATION SCHEDULE - PAD B

SCHEDULE TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
8:00	SENIOR SKATE	ICE MAINTENANCE AND RENTAL			SCHOOLS	SKATING CLUB	RENTAL
9:00							
10:00							
11:00							
12:00							
1:00	SENIOR SKATE	MC MASTER	SENIOR SKATE	MC MASTER	RENTAL	MC MASTER/ RENTAL	MINOR HOCKEY
2:00							
3:00							
4:00							
5:00							
6:00	SKATING CLUBS	MC MASTER VARIETY	MINOR HOCKEY	SKATING CLUBS	MINOR HOCKEY/ MC MASTER	MINOR HOCKEY	RENTAL
7:00							
8:00							
9:00							
10:00							
11:00	RENTAL	RENTAL	RENTAL	RENTAL	RENTAL	RENTAL	RENTAL
12:00							

Pad A has 68.3% of its ice allocated to public skating, minor hockey and skating clubs. Surface B supports McMaster activities for 31 hours per week. It also has 51 rental hours a week in order to accommodate tournaments, McMaster Varsity games, O.M.H.A. play-offs and so forth.

6.1.3 Facility Profile

Based on the inputs from user groups, the alternatives reviewed and proposed program, the following facility profile is proposed:

Stand Alone

- . 2 ice surfaces - 85' x 200'
- . 8 dressing rooms for up to 18 adults each:
 - rubberized floors;
 - 3 to 5 showers and washroom;
 - wide benches, stick rack and chalkboard.
- . construction for summer ice conditions relative to humidification, below floor insulation/frost protection;
- . foyer for circulation and skate changing with coin lockers;
- . meeting room for 350 people with separate entrance and inside access;
- . amphitheatre for 30 to 40 people;
- . 2 meeting rooms for 10 to 15 people each;

- . 2 offices and reception area;
- . 2 ticket booths/control points;
- . one pad with 500 to 800 seats, the other with 800 to 1000 seats to service tournaments;
- . warming area between pads for spectators and event management;
- . first aid, referee, Hockey Association/Club and related offices/rooms;
- . concession area, separate pro shop and skate sharpening room;
- . storage;
- . washrooms and related facilities;
- . plastic boards with glass (no ledges as in Lawfield and Rosedale), rubberized corridors to ice surface.

The multi use concept would add the following:

- . 5 lane, rubberized track;
- . 2 locker rooms with 20 lockers each with shower and washroom;
- . track storage room.

The joint development option would need to add facilities for the University:

- . 2 permanent dressing room suites with adjacent showers, washroom, trainers area and storage;
- . training office/room;
- . program office;
- . additional 500 to 800 seats.

The overall concept is for a functional facility, that is attractive in character and works for the users. It does not need to be an architecturally focused facility but needs to fit into its environment. Therefore a balance is needed between design and functionality.

6.1.4 Estimated Capital Costs and Funding

The estimated capital costs comparison for each of the three implementation strategies is detailed below. Capital costs developed in the strategic assessment section have been increased 8% for 1990.

. Arena only		\$5,616,000
. Multi-use Arena		
Arena	\$5,616,000	
Hall/Amphitheatre	825,000	
Track	760,000	
Association Office	<u>55,000</u>	\$7,256,000
. Joint project		\$7,556,000
(\$300,000 for university needs		
i.e., permanent locker rooms,		
extra seating etc.)		

Relative to funding sources a mixed approach between grants, users and the city could be used for the first two alternatives. The university would be included in the third scenario.

McMaster's presentation suggested a need for 918 hours per winter season covering 30 weeks. Based on sixteen hours per day for seven days a week and over 30 weeks a total of 3360 hours would be created for one ice surface or 6720 for a twin pad. The whole day is included as the university requires day time access for intramural and curriculum programs. These 918 hours represent 13.7% of the total winter ice time that would be available.

Considering special university requirements for dressing rooms, etc., the fact they would be a significant user of the track and would make use of the rooms and amphitheatre for events and teaching, they are in a position to financial participate in the complete concept for the multi-use complex.

As a partner, the university could consider participation at 20% of the capital costs. The land contribution is difficult to incorporate as the city has sites and the location would likely enhance university access.

Table 6-3 outlines proposed funding contributions.

The capital program involves three parties, Wintario Capital Program, users and the community, and the City. The Wintario program, in terms of maximum contribution, is a fixed formula. Less than the maximum could be granted or potentially no funds provided due to the limitation of grant funds related to requests from qualifying organizations.

TABLE 6-3

IMPLEMENTATION ALTERNATIVES CAPITAL FUNDING

Estimated Capital Cost	Wintario Capital Grant	Fundraising Donations		City	University	
		User Contribution	%		\$	%
Arena Only	\$ 912,000	\$494,000	8.8	\$4,214,000	\$	75.0
Multi Use Arena	\$7,256,000	\$739,000	10.2	\$5,442,000	\$	75.0
Joint Project	\$7,556,000	\$1,105,000	14.6	\$4,534,000	\$1,511,000	20.0

The second group covers users and the community. Many such projects have a community dimension. Kitchener's new twin pad has Kiwanis and Kinsman Club participation. Mainway raised a significant portion of the funds via user, groups, corporate sponsors and club support.

The City would be the principal capital funder and facility operator. Internal funds would come from capital reserves and debentures if necessary.

6.1.5 Five Year Operating Pro Forma

The financial operating goal is to manage the facility so that it breaks even on a relative basis. Table 6-4 details an financial program. It is based directly on the program schedule with the following assumptions:

- . \$70 per hour ice for minor and youth activities, \$90 per hour for adult uses and summer ice;
- . skating club use declines dramatically in 5 years due to transfer to new skating centre; rentals, minor hockey and McMaster absorb most hours, however a loss of \$20,300 could be anticipated until use grows, likely within a year or two of the transfer date;
- . wages and benefits assumes:
 - 1 manager;
 - 1/2 secretary;
 - 3 facility operators;
 - housekeeper;
 - part-time operators;
 - program staff.

TABLE 6-4

WEST MOUNTIAN TWIN PAD FIVE YEAR PRO FORMA

	YEARS				
Revenue	1	2	3	4	5
Minor Hockey:					
Winter	86,100	90,400	94,000	98,000	115,000
Summer	20,000	25,000	26,000	28,000	35,000
Skating Club:					
Winter	65,000	69,000	71,000	74,000	15,000
Summer	18,000	19,000	21,500	22,000	0
McMaster:					
Winter	65,000	68,300	71,700	73,000	79,100
Summer	7,000	9,000	10,500	11,000	13,000
Skating/Shinney	8,000	9,000	10,500	12,000	16,000
Schools	6,000	8,000	10,000	11,000	15,000
Rentals:					
Winter	70,000	75,000	80,000	90,000	120,000
Summer	25,000	27,000	29,500	31,000	42,000
Concessions/Miscellaneous	25,000	29,000	33,000	35,000	40,000
Track Fees	24,000	26,000	30,000	34,000	40,000
Room Rentals	2,500	2,500	3,000	3,000	3,500
TOTAL	426,600	457,200	490,700	527,000	533,500

TABLE 6-4

WEST MOUNTAIN TWIN PAD FIVE YEAR PRO FORMA

Expense	YEARS				
	1	2	3	4	5
Wages & Benefits	260,000	273,000	287,000	301,000	310,000
Office & Telephone	5,000	5,300	5,600	6,000	6,300
Electricity	60,000	63,000	66,000	69,000	72,000
Water	10,000	11,000	12,000	13,000	14,000
Fuel	20,000	21,000	22,000	23,000	24,000
Refrigerator Contract	12,000	13,000	14,000	15,000	16,000
Equipment Rental	5,000	5,000	5,000	6,000	6,000
Contractual Service	5,000	5,300	5,600	6,000	6,500
Housekeeping Supplies	7,000	7,500	8,000	8,500	9,000
Maintenance Supplies	10,000	10,500	12,000	14,000	16,000
Operations Supplies	7,000	7,300	7,600	8,000	8,500
Building Maintenance	20,000	22,000	30,000	40,000	47,000
Equipment Maintenance	5,000	5,000	5,000	6,000	6,000
Insurance	2,000	2,500	3,000	3,500	4,000
Miscellaneous	5,000	6,000	7,000	8,000	8,000
TOTAL	433,000	457,400	489,800	527,000	553,300
Operating Surplus (Deficit)	(6,400)	(200)	900	0	(20,300)

- . most other expenses developed based on existing experiences for operating costs for arenas in Hamilton.
- . maintenance and repair costs are accelerated more rapidly in years 3 to 5 to denote end of warranties and impact of use and facility age.

The financial operating picture projects a relatively breakeven scenario in years 2 to 4. In year one, start-up and program development will cause a loss. However, as programs such as school curriculum and adult shinny hockey are marketed, usage and growth will occur.

In year five, there will be a substantial impact with the transfer of the skating club activities to the new skating centre. This transfer is noted as a potential loss unless the Department actively undertakes a program to develop users for these time slots.

Rental income is variable. However, several are already identified and have expressed an interest in ice usage in this facility.

- . Junior A Dukes - 2 to 3 practices per week;
- . Junior B Kilties - 2 practices per week;
- . individual minor hockey teams beyond the regular program for practices and exhibition games;
- . secondary schools, both private and public where 2 or 3 schools are currently using one arena as their home facility.

6.2 Phase II - Skating Centre

The concept of the skating centre is to provide more specialized facilities for a set of growth oriented activities that needs this type of resource to more effectively deliver their programs and to meet increasing community interest to participate. Since this activity is operated city-wide, a more centralized facility is viable especially as a specialized centre. As a result, most skating activities will move to the new centre which will free up ice time in the other facilities to service users who are more locationally sensitive, do not require specialized facilities or who are focused on their developmental phase.

6.2.1 Implementation Strategy

The skating centre, due to its specialized nature and its potential to be added onto another facility, has limited alternatives for implementation. A stand alone facility is possible but the lost economies of scale are significant. Attachment to an existing arena or inclusion into a new twin pad are more cost effective approaches.

Related to the strategic strategy proposed, adding the skating centre to the existing Mountain Arena is preferred due to the location, the city-wide servicing role of the Mountain Arena and the additional facilities and services available to support special events, demonstrations and competitive activities that a skating centre would duplicate or would not be cost effective to include, e.g.: seating, lights, box offices, etc.

6.2.2 Program Schedule

The intent of the skating centre is to focus on skating based activities, particularly organized programs. It is not a replacement or does it provide displacement potential for public skating in the existing or proposed arenas. The primary skating activities are:

- . learn to;
- . figure;
- . power;
- . general;
- . speed.

The facility would service preschool through to seniors. Therefore skating programs would service a wide set of population interests but would focus on figure skating as the dominant use. Figure 3 outlines a proposed program schedule based on the inputs received for this study and current usage considerations. Table 6-5 summarizes the detail by group.

With a skating centre facility some new program ideas could be tried out. Marketing and promotion will be important to create awareness. The proposed schedule distribute activity use as follows:

FIGURE 3

SKATING CENTRE ICE UTILIZATION SCHEDULE

SCHEDULED TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
8:00	FITNESS	SENIORS	LEARN TO SKATE	SENIORS	SCHOOLS	SKATING CLUBS PROGRAM . figure . power . learn to	SKATING CLUBS PROGRAM . figure . power . learn to
9:00							
10:00							
11:00	LEARN TO SKATE						
12:00							
1:00							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							

TABLE 6-5
SKATING CENTRE TIME ALLOCATION PER WEEK

	<u>WEEKDAY</u>	<u>WEEKEND</u>	<u>TOTAL</u>
Skating Clubs	20	19	39
Family Skate	--	5	5
Teen Skate	--	2	2
Fitness & Noon Skates	15	--	15
After School	10	--	10
Learn to Skate	4	--	4
Seniors Skate	4	--	4
Available to Schools	12	--	12
Available for Rental	<u>10</u>	<u>4</u>	<u>14</u>
TOTAL	75	30	105

The thirty-nine hours to the skating clubs represents most of their request but not all and therefore they will still require some ice in arenas. The other uses provide a mix of possibilities but will take an effort to organize and develop.

6.2.3 Facility Profile

The profile for this facility could include the following;

. building:

- 30,000 square foot facility;
- built for year round ice use (humidification, below floor conditions, etc).

- . ice surface:
 - 100' x 200';
 - no boards or glass;
 - step down from surrounding platform with handrail.
- . sound system and room:
 - speakers over ice and voice contact from booth to ice.
- . perimeter seating, 300 to 500;
- . change rooms:
 - four with seating for up to 12 each and with a washroom.
- . large foyer/open area for public skate changing with coin lockers on one wall;
- . storage for sets, equipment, wardrobe, etc.;
- . one spot light balcony to allow for training and event simulation;
- . lighting that will:
 - not be delayed when turned on;
 - allow for effective video taping.
- . video training room:
 - sized for five to seven people;
 - accommodate VCR equipment.

- . meeting room for meetings and dryland training:
 - 700 square feet;
 - kitchenette.

The facility needs to be of a broad service concept. It is not conceived as the special event or demonstration site. Therefore, no major seating is proposed. Use of either Lawfield or Mountain Arena would be needed for these specific activities.

6.2.4 Estimated Capital Costs and Funding

Few such centres are currently in operation but they are being increasingly planned for. In the 1970's, the Rink in the Park was developed in Waterloo to service the Cities of Kitchener and Waterloo. The City of London is planning such a facility as an attachment to the Nichols Arena Complex in 1991.

The rink surface requires approximately 20,000 square feet. Considering the other components, the facility will require in total, 30,000 square feet.

	<u>SQUARE FEET</u>
Rink Surface plus 10 foot circulation corridor	23,100
Meeting room	700
Dressing rooms and video room	1,000
Services room	2,000
Foyer/Change area	1,500
Internal Circulation, washrooms & service areas	1,000
Miscellaneous	<u>700</u>
	30,000

Cost of construction for such facilities ranges from \$85.00 a square foot for Mainway to over \$100 for the Kitchener Auditorium Twin Pad. A figure of \$100 is utilized due to the special requirements resulting in a cost of \$3,000,000 plus a \$100,000 allowance for equipment and furnishings resulting in a cost of \$3,100,000.

The capital funding would be as follows in Table 6-6, focused on three sources; Grant, City, and Community.

TABLE 6-6
CAPITAL FUNDING

<u>WINTARIO CAPITAL</u>		<u>COMMUNITY & USERS</u>		<u>CITY</u>		<u>TOTAL</u>
<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>	<u>\$</u>
660,000	21.3	375,000	12.1	2,065,000	66.6	3,100,000

6.2.5 Five Year Operating Pro Forma

The facility would be a year round operation. Much of the use would be self directed and would be managed under existing management. Table 6-7 provides a five operating pro forma based on the addition of two full time maintenance personnel plus part time support.

Ice in year one is set at \$90 per hour for prime time reflecting a premium cost over arena use due to the special nature of the facility.

TABLE 6-7

SKATING CENTRE FIVE YEAR PRO FORMA

	YEARS				
Revenue	1	2	3	4	5
Skating Clubs:					
Winter 39Hrs. x 30 weeks x \$90	105,000	110,500	115,000	120,000	130,000
Summer 25hrs. x 10 week x \$90	22,500	23,500	24,500	28,000	30,000
Skating:					
Family	7,500	8,000	8,500	8,900	9,300
Teen	3,000	3,200	3,400	3,600	3,800
Fitness/Noon	5,000	5,400	5,700	6,000	6,300
Offer to School	5,000	5,400	5,700	6,000	6,300
Seniors	3,000	3,200	3,400	3,600	3,800
Schools:	5,000	5,400	5,700	6,000	6,300
Learn To Skate	3,000	3,200	3,400	3,600	3,800
Rentals:	10,000	10,700	11,300	11,900	12,500
4 per week @ \$90	11,000	11,550	12,100	12,700	13,300
Other/Miscellaneous	10,000	11,000	12,000	14,000	14,000
TOTAL	190,000	201,000	212,000	224,000	239,400

6.3 Phase III - East Mountain Twin Pad

The third phase of the strategic assessment was a need for a second twin pad arena near the end of the planning period. The analysis suggested the East Mountain area based on current servicing patterns of arenas and population growth trends and distributions.

6.3.1 Implementation Strategy

The research for this report has not identified any other significant multi-use component or potential joint venture partner. Therefore, at this point in time the stand alone concept is the only significant approach. However, 8 to 10 years is a long planning time frame and a thorough review will be needed at the time to see if other facility fits are viable.

The Phase III facility is proposed at this time to be a winter season centre only. No indications exist that would support summer ice activities in light of the addition of summer ice to the market for both the West Mountain Twin Pad and the Skating Centre.

6.3.2 Program Schedule

The primary uses for this facility are seen as the following:

- . girl's and women's hockey;
- . ringette;
- . adult hockey;
- . public skating.

Figure 4 outlines a potential program schedule. Due to the longer time lines involved, it is more conceptually based. The schedule provides for the utilization outlined in Table 6-8.

TABLE 6-8
EAST MOUNTAIN TIME ALLOCATION PER WEEK

	<u>PAD A</u>	<u>PAD B</u>	<u>TOTAL</u>
Girl's Hockey	12	--	12
Women's Hockey	4	--	4
Minor Hockey	4	15	19
Ringette	7	3	10
Skating/Shinney	24	8	32
Rental	34	46	81
Adult Hockey	9	17	26
Schools	5	10	15
Ice Maintenance	<u>5</u>	<u>5</u>	<u>10</u>
TOTAL	104	104	208

Female participation in hockey and related sports has considerable potential, is well developed in other communities and will likely grow in Hamilton. It is possible that it will be this activity grouping that will replace some of the skating club ice at the West Mountain facility that will come open when skating is transferred to the skating centre.

The high rental outlook reflects the long lead times. It is possible adult hockey and female based activities will absorb up to 30 to 40% of the prime time rental components.

EAST MOUNTAIN TWIN PAD ARENA ICE UTILIZATION SCHEDULE -- PAD A

SCHEDULED TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
8:00	ICE MAINTENANCE and RENTALS				SCHOOLS	GIRLS HOCKEY	RENTAL	
9:00								
10:00								
11:00								
12:00	SENIORS	PRESCHOOL	SENIORS	PRESCHOOL	ADULT HOCKEY	ADULT HOCKEY	RINETTE	
1:00	NOON SKATE							
2:00	RENTAL			YOUTH SKATE				PUBLIC SKATE
3:00								
4:00	AFTER SCHOOL PROGRAM and RENTALS				ADULT HOCKEY	ADULT HOCKEY	GIRLS HOCKEY	
5:00								
6:00								
7:00								
8:00	RINGETTE	GIRLS HOCKEY	WOMENS HOCKEY	MINOR HOCKEY	ADULT HOCKEY	TEEN SKATE	FAMILY SKATING	
9:00								
10:00								
11:00								
12:00	RENTAL				ADULT HOCKEY	RENTAL	RENTAL	

FIGURE 4

EAST MOUNTAIN TWIN PAD ARENA ICE UTILIZATION SCHEDULE - PAD B

SCHEDULED TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
8:00			ICE MAINTENANCE and RENTALS			MINOR HOCKEY	RENTAL
9:00							
10:00							
11:00			SCHOOLS				
12:00							
1:00	ADULT SHINNEY	RENTAL	ADULT SHINNEY	RENTAL	ADULT SHINNEY	ADULT HOCKEY	MINOR HOCKEY
2:00							
3:00							
4:00	RENTAL		RENTAL		RENTAL		
5:00							
6:00	MINOR HOCKEY	RINGETTE	MINOR HOCKEY	ADULT HOCKEY	ADULT HOCKEY	FIGURE SKATING	RENTAL
7:00							
8:00							
9:00	RENTAL			RENTAL		RENTAL	
10:00							
11:00							
12:00							

Summer utilization is not well identified at this time. Everything from lacrosse to youth clubs to a teen centre are possible. Also consideration for the following could occur:

- . roller skating;
- . seniors day time summer clubs;
- . day camps;
- . sports camps
- . special events.

6.3.3 Facility Profile

This proposed facility would have the following components:

- . 2 ice surface - 85' x 195';
- . 8 dressing rooms:
 - 3 showers each;
 - washrooms;
 - wide benches for 15 adults;
 - stick rack, chalkboard;
 - rubberized floor.
- . 1 meeting room for up to 20 people;
- . large room for up to 200 people with separate outside access plus internal access;
- . office and reception area;
- . foyer and skate changing area with coin lockers;
- . first aid, referees, skating sharpening rooms;

- . concession and separate pro shop;
- . seating for 300 to 500 for each surface;
- . warm viewing room between pads;
- . washrooms and all ancillary facilities.

Again, the facility should focus on user satisfaction and functionality but fit into its environment architecturally.

6.3.4 Estimated Capital Costs and Funding

The arena being considered would be similar to the stand along facility outlined in 7.1.4. The projected 1990 capital cost is \$5,600,000. When adding 7% a year cost increases, the funds required would be \$8,935,000. Therefore, a budget figure of \$9,000,000 is reasonable at this time.

Funding for the project can only be assumed. If the Wintario Capital grant formula were to be the same, the following could be pursued:

<u>WINTARIO</u>		<u>FUND RAISING DONATIONS/USERS</u>		<u>CITY</u>		<u>TOTAL</u>
<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>	<u>\$</u>
1,250,000	13.9	1,000,000	11.1	6,750,000	75.0	9,000,000

6.3.5 FIVE YEAR OPERATING PRO FORMA

The development of a detailed operating statement is not realistic for a project to be opened in ten years from now. The key consideration are the guiding principals which would be:

- . ice costs that track inflation for both minor and adult, prime and non prime time uses;
- . a relatively break even operational financial result.

A conceptual operating statement is provided in Table 6-9.

Basically, the pro forma was developed by inflating the West Mountain detailed statement, minus the track operation, combined with the East Mountain Program Schedule and inflated 5% per year. Repair and maintenance was again accelerated in annual growth rate for years 3 to 5 in order to indicate the impact of age and ongoing use.

TABLE 6-9

CONCEPTUAL FIVE YEAR PRO FORMA FOR THE EAST MOUNTAIN TWIN PAD

	YEARS				
	1	2	3	4	5
Revenue					
Youth	200,000	210,000	220,000	235,000	250,000
Adult	540,000	567,000	595,000	630,000	660,000
Other	75,000	79,000	83,000	90,000	95,000
TOTAL	815,000	856,000	898,000	955,000	1,005,000
Expenses					
Labour	475,000	500,000	525,000	550,000	576,000
Suppliers	50,000	52,000	54,000	55,000	65,000
Utilities	200,000	210,000	215,000	232,000	240,000
Repairs	70,000	74,000	82,000	90,000	100,000
Other	20,000	21,000	22,000	23,000	24,000
TOTAL	815,000	857,000	898,000	953,000	1,005,000
Surplus (Deficit)	0	(100)	0	2,000	0

7.0 OUTDOOR ARTIFICIAL SKATING RINK

An investigation into the feasibility of the development of an outdoor artificial skating rink forms the second dimension of the overall study. The following sections provide the assessments for this facility.

7.1 Need Assessment

Outdoor artificial ice surfaces are almost universally focused on pleasure skating opportunities. Many cities have outdoor ice surfaces. Kitchener's Victoria Park and Ottawa's Rideau Canal represent long standing, popular facilities involving natural ice. Nathan Phillips Square in Toronto is a very successful artificial surface which is extensively utilized, attracting over 1000 users a day and is a focal point for unorganized, spontaneous outdoor ice skating in downtown Toronto. The City of London has operated an artificial surface in the downtown area across from City Hall in Victoria Park for over three decades, attracting 500 to 1000 skaters on some weekend days. London has budgetted for a second facility in Springbank Park for 1990/91.

The need for such a facility is difficult to determine since the users are unorganized and use is often spontaneous, dependent on weather, travel distances, intervening events and so forth. All the centres identified have indicated their facilities are eminently successful and they are well satisfied with their investments.

In the course of the study, three citizen briefs were submitted supporting the concept. Several additional favourable comments were identified at the public meetings.

Skating is a popular activity due to the following factors:

- . it is a significant part of the Canadian heritage;
- . a vast majority of the population have learned to skate;
- . it is a qualitative and popular fitness activity ranking seventh in the 1981 Canada Fitness Survey with 21% indicating participation;
- . it is excellent family based activity with high socialization value for all participants;
- . it is an activity that is not organized or structured and therefore very individualized in interest and benefit;
- . on appropriate days, it allows people to get out of house, take in fresh air and socialize during winter months.

Also of note in this assessment is that the only ice surface in downtown Hamilton open to some public use has closed in the Standard Life building. The loss of this facility has left a void for some residents.

The need for an outdoor skating facility is justifiable on the following basis:

- . loss of the downtown facility;
- . success of similar other artificial and natural ice facilities in other communities;
- . facilitation of family, group and individual participation during less active winter months related to spontaneous, unorganized use for fitness and socialization;
- . creates a very visible and viable community focal point that gives an identity and focus to the City;
- . supports special community events such as winter carnivals, skatathons, ice demonstrations and so forth;
- . is usable by all citizens as no user fees are assigned;
- . serves the public skating needs of urban core residents who do not have an arena in their area of the City.

The facility would need to be artificial in nature if a consistent operation is to be maintained. Current weather patterns significantly constrain the utility of natural ice surfaces.

Based on these considerations, an outdoor artificial ice surface would have benefits for the City, be well utilized and provide opportunities for recreation and events currently not available in the region.

7.2 Facility Profile

The following are the key facility requirements:

- . ice surface of a minimum of 100' x 120';
- . a heated service building of 300 square feet with sheltered rest areas;
- . benches for 100 to 150 people around the perimeter;
- . washrooms or access to these facilities;
- . fully lighted for evening use;
- . electrical supply to support special show lighting;
- . sound system for music and support for special events;
- . concession;
- . water supply for ice flooding;
- . storage room and warming hut for hoses, shovels, etc.;
- . vehicle accessway for a truck to gain access for snow cleaning and removal;
- . rubberized walkways;
- . artificial ice plant that can operate December 1 to March 31.

The facility would be for skating and special events only. No hockey or other activities would be supported relative to the facility.

7.3 Location

The ideal location would be on public property in the Central Business District/Jackson Square area of the City. In order to promote a community focus, a site on the City Hall concourse would be ideal. The site should be adaptable for summer pedestrian use with a minimal amount of conversion effort.

7.4 Capital Costs and Funding

In 1988, a detailed cost estimate was prepared for the City of London's proposed new facility. This input, plus locational and contractor input has been utilized to develop the following capital cost estimate.

Outdoor Artificial Ice Rink Capital Cost Estimate

. ice plant	\$120,000
. surface and piping	100,000
. support facilities & services	250,000
. equipment	<u>75,000</u>
TOTAL	\$545,000 say \$600,000

Related to capital fund sourcing, this type of project is ideal for service club or community involvement including corporate support and major donors. The following is proposed related to funding sources:

CAPITAL FUNDING SOURCING

<u>WINTARIO</u>		<u>CORPORATE & COMMUNITY DONATIONS</u>		<u>CITY</u>		<u>TOTAL</u>
<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>	<u>\$</u>
200,000	33.3	300,000	50.0	100,000	16.7	600,000

Possibly a significant donor, corporate or individual, could be found to take on this community service project and be recognized for it either by naming the facility or via signage.

7.5 Five Year Operating Pro Forma

The operating costs for such a facility involve primarily two items, labour and utilities. The labour is strictly seasonal. Ice plant maintenance would be carried out by existing staff. Labour additions would include a seasonal full time maintenance worker for ice cleaning, flooding, change area cleaning and so forth. Ice monitors would constitute the remaining staff requirements.

Table 7-1 details the estimated operating costs for a five year period.

7.6 Project Timing

This recreation facility is very much different from the arenas and skating centre discussed to this point. First, there are no other related alternatives of significance that will provide an intervening opportunity.

TABLE 7-1

OUTDOOR ARTIFICIAL ICE RINK FIVE YEAR COST PRO FORMA

Expense	YEARS				
	1	2	3	4	5
Wages & Benefits	35,000	37,000	39,000	42,000	44,000
Electricity	25,000	26,000	27,000	28,000	29,000
Water	3,000	3,500	4,000	4,500	5,000
Supplies (Music,Cleaning,etc.)	3,000	3,500	4,000	5,000	6,000
Repairs	5,000	6,000	9,000	12,000	15,000
Miscellaneous (Insurance, telephone)	2,000	2,000	3,000	3,000	4,000
TOTAL	73,000	78,000	86,000	94,500	103,000

Second, the other facilities are heavily programmed and scheduled and provide only limited opportunities for unorganized, spontaneous activity.

Based on these two considerations, the project should likely proceed as soon as possible. It must be kept in mind that all the proposed facilities require fund raising and grant applications. Therefore, scheduling these projects becomes a consideration in order to successfully undertake these financial efforts.

Based on these points, construction for the Spring of 1992 would allow for a 1992/93 operation to be followed by the skating centre in the following year.

8.0 CANDIDATE SITE EVALUATION

Several candidate sites were evaluated with respect to their potential for a possible twin pad arena/multi-purpose recreation facility (Figure 5). These sites were suggested for review by the Hamilton Department of Culture and Recreation and several were also mentioned by various user groups and individuals during the public participation segment of the work program.

All of the candidate sites are in public or institutional ownership and are located on or directly adjacent to the upper mountain area as a result of the following three broad assumptions:

- i) land acquisition costs would unnecessarily add to potential development cost;
- ii) there is very little vacant land in the lower mountain area which already has five of the City's eight municipal arenas plus two private ice pads;
- iii) the high growth area of the City is situated on the upper mountain which is already comparatively underserviced with only three existing municipal arena facilities.

Each candidate site was initially evaluated with respect to the variables of: adjacent land use; topography of site; site access; existing site features; site servicing; and land use planning designations. Individual site evaluations of each variable appear at the end of this section. Figure 6 presents the summary of these evaluations.

Although the aforementioned evaluation variables were given significant emphasis in a site selection analysis, additional considerations such as the location of existing service radii and other intangibles were also taken into account. In the final analysis, three sites emerged as most appropriate for the future facility development options discussed in this report. The overriding criteria associated with each selected site are as follows:

8.1 Phase I - West Mountain

From the assessment, three sites dominated the choices. They are:

- . Falkirk East/Schwenger Park
- . Olympic Park
- . Chedoke Hospital.

Each site has strengths and weaknesses:

Falkirk

Pros

- . no residential impact;
- . no displacement of existing facilities;
- . good long term area wide servicing;
- . land base to support development of a large sportsfield complex in conjunction with new secondary school;
- . good campus approach and land use economy to support tournaments, special events and multi use.

Cons

- . not in centre of existing population;
- . site services are not available currently, but are imminent;
- . access will not be fully developed for several years.

Olympic Park

Pros

- . site is serviced;
- . located in established area;
- . excellent access and visibility.

Cons

- . displacement of existing sportsfield;
- . not centrally located to service area;
- . some natural area to be lost;
- . no synergy for a larger multi-use capability now or likely in the future;
- . possible negative impact on established residential neighbourhood.

Chedoke Hospital

Pros

- . centrally located to established service area;
- . large land base but not necessarily available for multi-use potential;
- . good if Joint Development option negotiated.

Cons

- . access fair to good from local roads but excellent from arterial roads;
- . care needed to avoid negative impact on established residential area;

- . land may have to be purchased depending on negotiations with the University.

Based on this review, the site with the most long term, multi-use potential and the least potential impact on existing areas is Falkirk East. Its short term access and servicing are less desirable but these will be rectified within a reasonable time frame.

Chedoke has potential in a joint development project if the land is provided without cost to the municipality.

Based on these points, Falkirk East/Schwenger Park is a preferred site, however, Chedoke is feasible if the project becomes a joint City/University undertaking.

8.2 Phase II - Skating Centre

The two sites identified are Mountain and Lawfield arena. Mountain is preferred due to:

- . the proposed facility will have a City-wide servicing perspective and fits with Mountain Arena's city-wide mandate within the municipality;
- . Mountain Arena provides the requisite support facilities (i.e.: seating capacity) for shows and special events;
- . potential overflow parking may be accommodated at a neighbouring school;

- . additional facility development will, however, result in the displacement of existing tennis courts.

The primary problem is the loss of the tennis courts. If their relocation/closure is not possible, then Lawfield should be considered.

8.3 Phase III - East Mountain Twin Pad

The long-term nature of this proposal results in a more conceptual review as many variables could change. In reviewing potential and planned sites, and placing emphasis on a multi-use priority for recreation facility planning, only one site was identified.

- . situated in the east mountain area which is also an underserviced area of the City that appears subject to imminent growth pressures;
- . existing major facility/sports field complexes would contribute to a "campus concept" and provide a full multi-use potential to allow for more effective year round utilization;
- . a twin pad arena could be situated on-site so as to minimize potential land use conflicts with residential land uses and to consolidate activity to maximize use of existing parking, access and related services, thus reducing land consumption.

NAME: McMaster University West Campus

SIZE: 262.5 acres

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	1	Cootes Paradise	Main & Cootes

<u>WARD POPULATION (1988)(2001):</u>	35,114	34,750
--------------------------------------	--------	--------

ADJACENT LAND USE:

Open Space, Residential, Institutional. Buildings on campus.

TOPOGRAPHY OF SITE:

Low lying area, some mature vegetation - heavily wooded in some areas, relatively flat except for slope down to area.

SITE ACCESS:

Good road access from Main Street and Cootes Street. Well serviced by bus service (5 routes).

EXISTING SITE FEATURES:

The potential area for the development of an arena facility is a mix of trees and open grass with some playing fields.

SITE SERVICING:

Existing water service could be extended to the site. Sanitary sewerage would need to be pumped up to the existing system. Storm drainage would be via Ancaster Creek.

LAND USE PLAN:

The lands are designated major institutional in the Official Plan. There is no Neighbourhood Plan approved for this area.

NAME: Chedoke Hospital

SIZE: 220.8 acres

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	8	Westcliffe West	Paradise, Sanatorium

<u>WARD POPULATION (1988)(2001):</u>	42,460	38,740
--------------------------------------	--------	--------

ADJACENT LAND USE:

Adjacent land uses to the open space component of Chedoke Hospital include residential, high and low density, and the hospital buildings.

TOPOGRAPHY OF SITE:

The site is relatively flat in isolated areas with some mature vegetation.

SITE ACCESS:

Access is good via local area streets for both vehicular and pedestrian traffic. Three bus routes presently service the area of the site. Visibility is poor however.

EXISTING SITE FEATURES:

The site is predominantly vacant land (cut grass) with a small component of playing fields including a ball diamond and a creative play area.

SITE SERVICING:

Servicing the site with water, sanitary and storm sewers could be accommodated by the existing system in the area.

LAND USE PLAN:

The property is designated 'Major Institutional' in the City of Hamilton Official Plan. There is no approved Neighbourhood Plan for this area.

NAME: Olympic Park

SIZE: 23.6 acres

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	8	Mountview	Mohawk and Upper Horning

<u>WARD POPULATION (1988)(2001):</u>	42,460	38,740
--------------------------------------	--------	--------

ADJACENT LAND USE:

Predominantly single family residential. There is a Hydro Electric Power Corridor adjacent to the site.

TOPOGRAPHY OF SITE:

The site is characterized by three, flat plateaus, each sloping to the other on its north-south axis. Some mature trees exist around a small wetland/marsh area in proximity to Lavina Crescent.

SITE ACCESS:

Good road access for vehicles and pedestrians. Two bus routes service the site.

EXISTING SITE FEATURES:

- two intermediate ball diamonds
- one major soccer/football field
- one intermediate soccer/football field
- small gravel parking area.

SITE SERVICING:

There are no perceived servicing problems as adequate facilities exist adjacent to the site.

LAND USE PLAN:

The property is designated 'Open Space' in the Official Plan and 'Parks and Recreation' in an approved Neighbourhood Plan.

NAME: Schwenger Park

SIZE: 28 acres

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	8	Falkirk East	Upper Paradise

<u>WARD POPULATION (1988)(2001):</u>	42,460	38,740
--------------------------------------	--------	--------

ADJACENT LAND USE:

The predominant land use in the area is residential with new residential construction presently underway. A separate school (secondary) is proposed to be constructed adjacent to the park.

TOPOGRAPHY OF SITE:

The site has a gently sloping topography and is primarily grass covered with some mature tree growth and scrub land.

SITE ACCESS:

Access is via Upper Paradise at present, however, as area develops the site could also be accessed from the neighbouring residential area. One bus route presently serves the area.

EXISTING SITE FEATURES:

The site is vacant and in a natural state.

SITE SERVICING:

Water service is existing, however, the installation of storm and sanitary sewers is not expected until 1990-91.

LAND USE PLAN:

The lands are designated 'Open Space' in the Official Plan and 'Parks and Recreation' in an approved Neighbourhood Plan.

NAME: Connell Park

SIZE: 59 acres

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	8	Sheldon	W.5th and Stone Church

<u>WARD POPULATION (1988)(2001):</u>	42,460	38,740
--------------------------------------	--------	--------

ADJACENT LAND USE:

Residential - some existing and some under development, vacant land, Hamilton Reservoir, agriculture.

TOPOGRAPHY OF SITE:

The site is rolling and covered to a great extent by mature forest.

SITE ACCESS:

Road access to the site is hampered by the lack of a defined site entrance, the park seems land-locked and is unidentified. There is limited bus service nearby.

EXISTING SITE FEATURES:

The land is vacant and in a natural state.

SITE SERVICING:

The site could be serviced with water however storm and sanitary work is scheduled to be done in 2-3 years. The location of a facility on the site would/could determine how servicing could be accomplished.

LAND USE PLAN:

The lands are designated 'Open Space' in the Official Plan. There is no approved Neighbourhood Plan for this area.

NAME: McQueston Park

SIZE: 38 acres

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	7	Parkdale	Upper Wentworth

<u>WARD POPULATION (1988)(2001):</u>	43,717	53,970
--------------------------------------	--------	--------

ADJACENT LAND USE:

Primarily newer residential to the west, south and east. Proposed Freeway along the north boundary of site with commercial property north of that. A Hydro Electric Power Corridor runs along the west boundary of the site.

TOPOGRAPHY OF SITE:

Relatively flat with cut grass and some scrub land.

SITE ACCESS:

Access is good for both vehicular and pedestrian traffic. There are two bus routes in the area.

EXISTING SITE FEATURES:

The site has traditional and creative play equipment and some trails.

SITE SERVICING:

Servicing would be accommodated by existing services in the area.

LAND USE PLAN:

The area is designated 'Open Space' in the Official Plan and 'Park and Recreation' in an approved Neighbourhood Plan.

NAME: Turner Park

SIZE: 38 acres in the City, 34 acres outside the City

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	7	Chappel East	Rymal Road

<u>WARD POPULATION (1988)(2001):</u>	43,717	53,970
--------------------------------------	--------	--------

ADJACENT LAND USE:

Residential, cemetery and agriculture. Public Works garage under construction. There is a Hydro Electric Power Corridor dividing the park into two sections along the City of Hamilton Boundary.

TOPOGRAPHY OF SITE:

Relatively flat with few trees.

SITE ACCESS:

From Rymal Road - small parking area, area serviced by one bus route.

EXISTING SITE FEATURES:

There is a small park/picnic area with tables and some traditional playground equipment.

SITE SERVICING:

Water service is present although there are no storm and sanitary sewers. These will be constructed as the area to the north develops - likely 1 to 2 years.

LAND USE PLAN:

The area is designated 'Open Space' in the Official Plan. There is no Neighbourhood Plan for this area.

NAME: Sackville Hill Park

SIZE: 22.9 acres

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	7	Hill Park	Mohawk and Upper Wellington

<u>WARD POPULATION (1988)(2001):</u>	43,717	53,970
--------------------------------------	--------	--------

ADJACENT LAND USE:

Primarily single family residential with some apartments to the south; school to the west.

TOPOGRAPHY OF SITE:

Very flat site, few trees.

SITE ACCESS:

Access for pedestrians and vehicles is good. The site is serviced by 2 bus routes.

EXISTING SITE FEATURES:

Two competitive ball diamonds, one soccer field, one lit soccer/football field with bleachers and dirt track.

SITE SERVICING:

Servicing would not pose a problem due to existing services.

LAND USE PLAN:

The site is designated 'Open Space' in the Official Plan. There is no approved Neighbourhood Plan in the area.

NAME: Macassa Park

SIZE: 16.8 acres

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	6	Macassa	Upper Sherman

<u>WARD POPULATION (1988)(2001):</u>	36,952	39,170
--------------------------------------	--------	--------

ADJACENT LAND USE:

Primarily single family residential with a seniors lodge to the north.

TOPOGRAPHY OF SITE:

The site is relative flat and has few trees.

SITE ACCESS:

Access for pedestrians and vehicles is good. There are two bus routes in the area.

EXISTING SITE FEATURES:

There are several un-lit, non-competitive soccer pitches in the Park.

SITE SERVICING:

Servicing would be handled through existing servicing corridors adjacent to the site.

LAND USE PLAN:

The property is designated 'Open Space' in the Official Plan. There is no approved Neighbourhood Plan in the area.

NAME: Huntington Park

SIZE: 4.5 acres

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	6	Huntington	Brentwood Drive

<u>WARD POPULATION (1988)(2001):</u>	36,952	39,170
--------------------------------------	--------	--------

ADJACENT LAND USE:

Primarily single family residential. A school is located to the east.

TOPOGRAPHY OF SITE:

Relatively flat.

SITE ACCESS:

Good road access with bus routes servicing the site.

EXISTING SITE FEATURES:

Community Centre, indoor pool, wading pool, two ball diamonds, 4 doubles tennis courts.

SITE SERVICING:

Servicing would not be problem. Existing services could accommodate a facility.

LAND USE PLAN:

The lands are designated 'Open Space' in the Official Plan.

NAME: Mohawk Park

SIZE: 106 acres

<u>LOCATION:</u>	<u>Ward</u>	<u>Neighbourhood</u>	<u>Street</u>
	6	Upper King's Forest	Mohawk, Upper Kennilworth

<u>WARD POPULATION (1988)(2001):</u>	36,952	39,170
--------------------------------------	--------	--------

ADJACENT LAND USE:

Residential to the north, south and west.

TOPOGRAPHY OF SITE:

The site is mainly level, however, it has some rolling terrain. Much of the site devoted to sports fields but there are pockets of mature trees and some underutilized grassed areas. There is a C.N.R. line running through the park.

SITE ACCESS:

Access is good via three arterial roads. The area is served by 2 bus routes.

EXISTING SITE FEATURES:

The park contains Bernie Arbour Stadium, 2 competitive (lit) ball diamonds and 3 soccer pitches.

SITE SERVICING:

Servicing could be accommodated via existing services in the area.

LAND USE PLAN:

The lands are designated 'Open Space' in the Official Plan. There is no approved Neighbourhood Plan for this area.

CITY OF HAMILTON ARENAS AND SKATING RINK FEASIBILITY STUDY

CANDIDATE SITES FOR FUTURE ARENA DEVELOPMENT

1. MCMASTER UNIVERSITY 262.5 acres
2. CHEDOKO HOSPITAL 220.8 acres
3. OLYMPIC PARK 23.6 acres
4. SCHWENGER PARK/FALKIRK EAST 280c
5. CONNELL PARK 59 acres
- 6a. TURNER PARK A 38 acres
- 6b. TURNER PARK B 34 acres
7. McQUESTON PARK 38 acres
8. SACVILLE HILL PARK 22.9 acres
9. MACASSA PARK 16.8 acres
10. HUNTINGTON PARK 4.5 acres
11. MOHAWK PARK 106 acres



0 1km 2km

SCALE: approx. 1 : 50 000

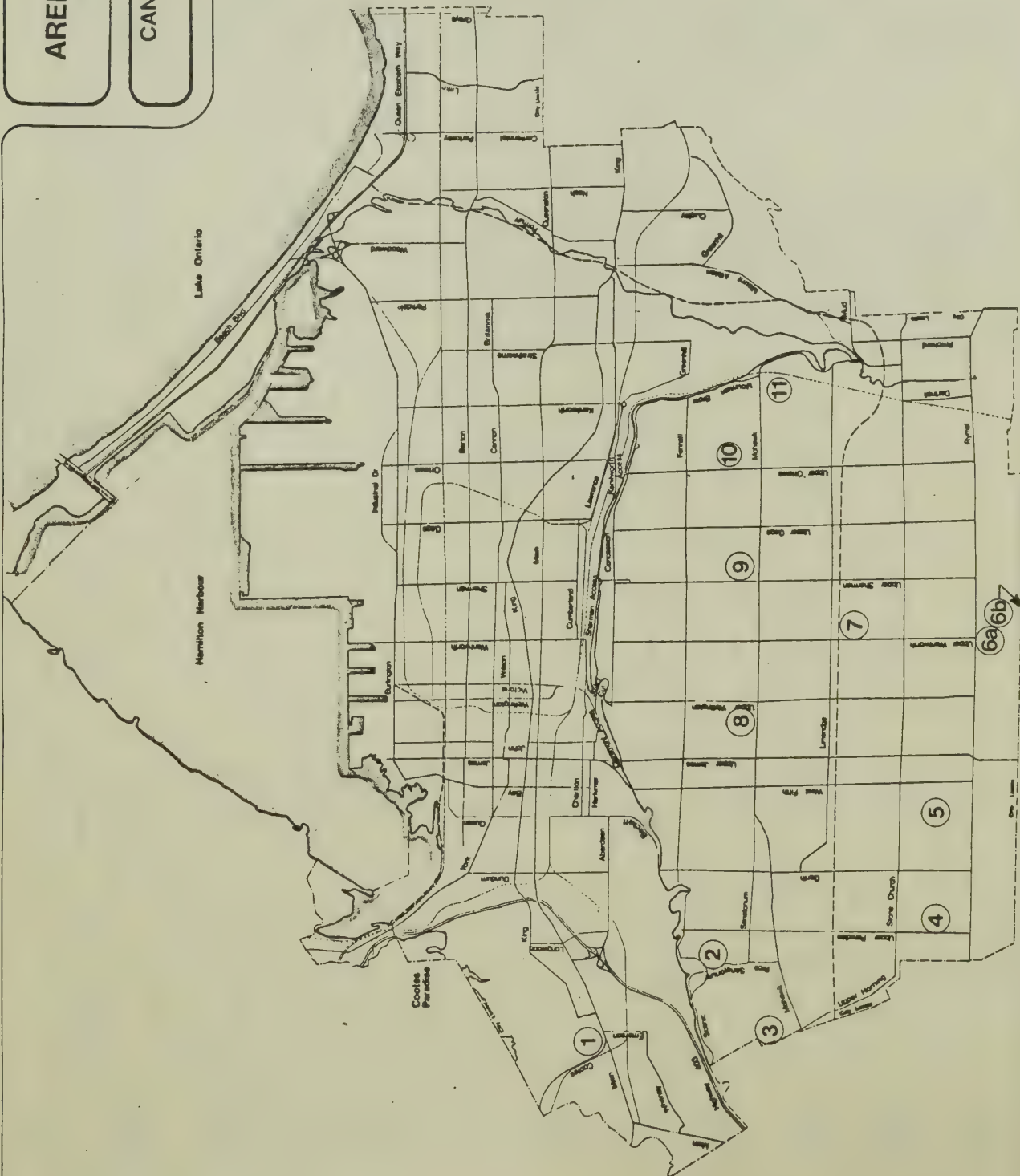


FIGURE 5

FIGURE 6
SITE EVALUATION
PROPOSED ARENA FACILITY

SITE NAME	SIZE (Acres)	WARD (pop)	NEIGHBOURHOOD	OFFICIAL PLAN DESIGNATION	ADJACENT LAND USE	SITE DESCRIPTION	SERVED	ACCESS	COMMENTS
McMaster University	262.5	1 (35114)	Cootes Paradise (2396)	Major Institutional	Open space, residential, campus buildings	Open grass, some trees, existing playfields	Not at Present	Main and Cootes 5 bus routes	Servicing could occur through pumping to existing services on campus
Chedoke Hospital	220.8	8 (42460)	Westcliffe West (1836)	Major Institutional	Mainly residential (institutional)	Open grass, some trees undeveloped	Yes	Paradise and Sanitorium 3 bus routes	Access and visibility are poor -potential for land use conflict with hospital and area residences
Olympic Park	23.6	8 (42460)	Mountview (4008)	Open Space	Mainly single family residents	Improved park, cut grass playfields, natural area	Yes	Mohawk and Upper Horning 2 bus routes	At edge of service area - possible destruction of natural area - land use conflict with residential area - shallow soils, bedrock close to surface
Schwenger Park	28.0	8 (42460)	Falkirk East (1851)	Open Space	Proposed school, residential	Vacant natural area, scrub land	Not at Present	Upper Paradise 1 bus route	Area around site is developing, servicing problem could be resolved in 1990-91
Connell Park	59.0	8 (42460)	Sheldon (234)	Open Space	Residential, reservoir, agriculture	Vacant natural area, mature woodlot	Not at Present	West 5th no bus service	Site is relatively isolated, servicing could occur in a variety of ways
McQueston Park	38.0	7 (43717)	Parkdale (2217)	Open Space	Mainly residential	Mainly cut grass, some scrub land, playground	Yes	Upper Wentworth 2 bus routes	Substantial alternate facilities have been considered for this site
Turner Park	38(city) 34(south)	7 (43717)	Chappel East	Open Space	Cemetery, agriculture, residential	Flat site, few trees, playground, picnic area	Not at Present	Rynal Road 1 bus route	A portion of this site is developing as a public works building, surrounding area is developing as a residential area
Sackville Hill Park	22.9	7 (43717)	Hill Park (3373)	Open Space	School, mixed residential	Flat, few trees, major playfields and bleachers	Yes	Mohawk and Upper Wellington 2 bus routes	Substantial loss of existing outdoor facilities would occur
Macassa Park	16.8	6 (36952)	Macassa (2834)	Open Space	Residential, seniors lodge	Flat, few trees, several soccer pitches	Yes	Upper Sherman 2 bus routes	Possible land use conflict with adjacent senior's residence and residential area, loss of existing outdoor facilities
Huntington Park	4.5	6 (36952)	Huntington (5240)	Open Space	School, residential	Community Centre, relatively flat, developed playfields	Yes	Brintwood Drive 2 bus routes	Undeveloped area of park is small, possible land use conflict with area residential uses
Mohawk Park	106.0	6 (36952)	Upper King's Forest (0)	Open Space	Primarily Residential	Major sports fields, 11 soccer pitches, mainly cut grass some trees	Yes	Mohawk and Upper Kennilworth 2 bus routes	Major sports fields on site, possible use of undeveloped areas

9.0 Summary of Recommendations

The following represents the key study recommendations in summary form.

1. That the City of Hamilton pursue the development of the Enhanced service scenario which would provide an additional five ice services over the next ten years.
2. That the implementation be as outlined in Table 9-1.
3. That a concentrated marketing and program development effort be undertaken to ensure:
 - . community awareness of ice opportunities;
 - . input on program needs and interest;
 - . non prime time ice activities be developed.
4. That the new ice facilities proposed be operated on a relative break even financial basis with fair consideration to user access.
5. That the Department undertake a detailed arena operating financial performance analysis with at least 3 to 5 other southern Ontario communities in order to ensure an optimum operational perspective.

TABLE 9-1

RECOMMEDATION IMPLEMENTATION OUTLINE

<u>Facility</u>	<u>Year of Construction</u>	<u>Year Opened</u>	<u>Location</u>	<u>Operations</u>	<u>Target Groups</u>	<u>Facilities</u>
Phase I - West Mountain Twin Pad						
Alternative 1	1990	1991	Chedoke Hospital Site	Year Round	-Mc Master -Minor Hockey -Skating Clubs -Girls & Womens Hockey -Public Skating -Rentals	-2 ice pads 85' x 200' -5 lane track -hall -meet rooms -permanent dressing room for Mc Master and training room -amphitheatre -office for O.A.A. -seating of 800+ 1500
Alternative 2	1990	1991	Schwenger Park	Year Round	-Minor Hockey -Skating Club -Girls & Womens -Mc Master -Public Skating -Rentals	-Same as above with no permanent Mc Master facilities -seating for 800 each side

TABLE 9-1

RECOMMEDATION IMPLEMENTATION OUTLINE

<u>Facility</u>	<u>Year of Construction</u>	<u>Year Opened</u>	<u>Location</u>	<u>Operations</u>	<u>Target Groups</u>	<u>Facilities</u>
Outdoor Artificial Skating Rink	1992	1993	City Hall	Winter Season	-Downtown residents -pleasure skating -special events	-100' x 120' -service building
Phase II Skating Centre	1993	1994	Mountain Arena	Year Round	-skating clubs -figure -learn to -power -speed -public -schools -special events	-100' x 200' surface -perimeter seating -special lighting & sound services -special storage
Phase III East Mountain Twin Pad	1997	1998	Mountain Park	Winter Season	-female ice activities -adult hockey -public skating -schools -minor hockey -skating clubs	-2 ice pads 85' by 195' -seating for 800 each side -community hall -meeting rooms

A P P E N D I X 1

CITY OWNED ARENAS UTILIZATION BY USER GROUPS

ARENA and USE GROUP	1986-87				1987-88				1988-89				1986-89												
	Non-		Non-		Non-		Non-		Non-		Non-		Non-		Non-										
	Prime Hrs.	Time %	Total Hrs.	Time %	Prime Hrs.	Time %	Total Hrs.	Time %	Prime Hrs.	Time %	Total Hrs.	Time %	Overall Prime Time Total	Overall Non- Prime Time Total	Overall Time Total	Overall Rank									
<u>CORPORATION</u>																									
Minor Hockey	39	68	7	12	46	40	39	68	6	11	45	39	24	42	0	0	13	8	115	34	1				
Public Skating	10	18	2	4	12	11	10	18	9	16	19	17	14	25	2	4	16	14	34	20	2				
Ringette	2	4	0	0	1	2	0	0	3	5	3	3	0	0	0	0	0	0	2	1	3	2	4	1	8
School	1	2	0	0	1	2	0	0	3	5	3	3	0	0	0	0	0	0	1	1	3	2	4	1	7
Hockey School	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Skating Club	0	0	1	2	1	2	0	0	2	4	2	2	2	2	0	0	2	2	2	1	3	2	5	2	6
Rental	3	5	0	0	3	5	8	14	0	0	8	7	11	20	0	0	11	10	22	13	0	0	22	6	3
Adult Shriney	0	0	0	0	0	0	0	0	11	19	11	10	0	0	0	0	0	0	0	0	11	6	11	3	4
Ice Maintenance	0	0	0	0	0	0	0	0	6	11	6	5	0	0	0	0	0	0	0	0	6	4	6	2	5

CITY OWNED AREAS UTILIZATION BY USER GROUPS

ARENA and USE GROUP	1986-87				1987-88				1988-89				1989-90				Overall																											
	Non-		Non-		Non-		Non-		Non-		Non-		Non-		Non-		Non-																											
	Prime Hrs.	Time %	Prime Hrs.	Time %	Total Hrs.	Time %	Prime Hrs.	Time %	Total Hrs.	Time %	Prime Hrs.	Time %	Total Hrs.	Time %	Prime Hrs.	Time %	Total Hrs.	Time %	Overall Totals	Rank																								
<u>INCH PARK</u>																																												
Minor Hockey	34	60	8	14	42	37	38	66	8	14	46	40	38	66	2	4	40	35	110	64	18	11	128	37	1																			
Public Skating	12	21	4	7	16	14	8	14	4	7	12	11	8	14	4	7	12	10	28	16	12	7	40	12	2																			
Ringette	6	11	0	0	6	5	6	12	0	0	6	5	6	12	0	0	6	5	18	10	0	0	18	5	4																			
School	0	0	0	0	0	0	0	0	5	9	5	4	0	0	8	14	8	7	0	0	13	8	13	4	5																			
Hockey School	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9																			
Skating Club	4	7	0	0	4	4	4	7	0	0	4	4	4	7	0	0	4	4	12	7	0	0	12	4	6																			
Rental	1	1	0	0	1	1	1	1	0	0	1	1	1	1	1	1	2	2	3	3	1	0	4	1	8																			
Adult Shimney	0	0	0	0	0	0	0	0	12	21	12	11	0	0	18	32	18	16	0	0	30	17	30	9	3																			
Ice Maintenance	0	0	0	0	0	0	0	0	8	14	8	7	0	0	0	0	0	0	0	0	8	5	8	2	7																			
<u>TOTAL</u>																					57	100	12	21	69	61	57	100	37	65	94	82	57	100	33	58	90	79	171	100	82	48	253	74

CITY OWNED AREAS UTILIZATION BY USER GROUPS

ARNA and USE GROUP	1986-87			1987-88			1988-89			1986-89			Overall Totals	Rank							
	Non-			Non-			Non-			Overall Non-											
	Prime Hrs.	Time %	Total Hrs.	Prime Hrs.	Time %	Total Hrs.	Prime Hrs.	Time %	Total Hrs.	Prime Hrs.	Time %	Total Hrs.									
EASTWOOD																					
Minor Hockey	41	72	8	14	49	43	40	70	6	11	46	40	30	53	0	0	14	8	125	37	1
Public Skating	12	21	4	7	16	14	9	16	4	7	13	11	8	14	6	11	14	8	43	12	2
Ringette	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
School	0	0	0	0	0	0	0	0	6	11	6	5	0	0	11	19	17	10	17	5	5
Hockey School	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9
Skating Club	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	1	0	7
Rental	2	4	0	2	2	4	4	7	0	0	4	4	16	28	6	11	22	19	22	13	3
Adult Skiney	0	0	0	0	0	0	0	0	9	16	9	8	0	0	15	26	15	13	0	0	4
Ice Maintenance	0	0	0	0	0	0	0	0	7	12	7	6	0	0	0	0	0	0	0	0	6
TOTAL	55	96	12	21	67	59	53	93	32	56	85	75	55	96	38	67	93	813	163	95	71

CITY OWNED ARENAS UTILIZATION BY USER GROUPS

AREA and USE GROUP	1986-87			1987-88			1988-89			1989-90			Overall			Rank									
	Nr-			Nr-			Nr-			Nr-			Overall												
	Prme Hrs.	Time %	Total Hrs.	Prme Hrs.	Time %	Total Hrs.	Prme Hrs.	Time %	Total Hrs.	Prme Hrs.	Time %	Total Hrs.	Prme Hrs.	Time %	Total Hrs.										
<u>MOUNTAIN</u>																									
Minor Hockey	42	74	8	14	50	44	36	63	11	19	47	41	42	74	2	4	44	39	120	70	21	12	141	41	1
Public Skating	9	16	4	7	13	11	8	14	4	7	12	11	8	14	0	0	8	7	25	15	8	5	33	10	2
Ringette	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7
School	3	5	0	0	3	3	4	7	7	12	11	10	3	5	0	0	3	3	10	6	7	4	17	5	3
Hockey School	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7
Skating Club	2	4	0	0	2	2	1	2	0	0	1	1	2	4	0	0	2	2	5	3	0	0	5	1	5
Rental	1	2	0	0	1	1	5	9	0	0	5	4	2	4	0	0	2	2	8	5	0	0	8	2	4
Adult Skating	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7
Ice Maintenance	0	0	0	0	0	0	1	2	0	0	1	1	0	0	0	0	0	0	1	0	0	0	1	0	6
TOTAL	57	100	12	21	60	61	55	96	22	38	77	68	57	100	2	4	50	52	160	99	36	21	205	60	

CITY OWNED ARENAS UTILIZATION BY USER GROUPS

AREA and USE GROUP	1986-87			1987-88			1988-89			1986-89			Overall Rank													
	Non-			Non-			Non-			Overall Prime																
	Prime Hrs.	Time %	Total Hrs.	Prime Hrs.	Time %	Total Hrs.	Prime Hrs.	Time %	Total Hrs.	Time %	Total Hrs.	Time %														
ROSEDALE																										
Minor Hockey	48	84	8	14	56	49	40	70	8	14	48	42	35	61	2	4	37	32	123	72	18	11	141	41	1	
Public Skating	6	11	7	12	13	11	6	11	7	12	13	11	8	14	0	0	8	7	20	12	14	8	34	10	2	
Ringette	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
School	0	0	1	2	1	1	0	0	2	4	2	2	0	0	0	0	0	0	0	0	0	3	2	3	1	6
Hockey School	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
Skating Club	0	0	0	0	0	0	6	11	0	0	6	5	6	11	0	0	6	5	12	7	0	0	0	12	4	4
Rental	3	5	0	0	3	3	5	9	0	0	5	4	8	14	0	0	8	7	16	9	0	0	0	16	5	3
Adult Shirey	0	0	7	12	7	6	0	0	5	9	5	4	0	0	0	0	0	0	0	0	12	7	12	4	4	4
Ice Maintenance	0	0	0	0	0	0	0	0	7	12	7	6	0	0	0	0	0	0	0	0	7	4	7	2	5	5
TOTAL	57	100	23	40	80	70	57	100	29	51	86	75	57	100	2	4	59	52	171	100	54	32	225	66		

CITY OWNED ARENAS UTILIZATION BY USER GROUPS

ARENA and USE GROUP	1986-87				1987-88				1988-89				1986-89												
	Non-		Non-		Non-		Non-		Non-		Non-		Non-		Non-										
	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %	Prime Hrs.	Time %	Overall Time Hrs.	Overall Prime Time Hrs.	Overall Total Time Hrs.	Overall Rank									
<u>LAWFIELD</u>																									
Minor Hockey	34	60	8	14	42	37	24	42	6	11	30	26	24	42	0	0	24	21	82	48	14	8	96	28	1
Public Skating	9	16	4	7	13	11	7	12	3	5	10	9	9	16	0	0	9	8	25	15	7	4	32	9	2
Ringette	9	16	0	0	9	8	12	21	0	0	12	11	9	16	0	0	9	8	30	18	0	0	30	9	3
School	0	0	0	0	0	0	0	0	4	7	4	4	0	0	6	11	6	5	0	0	10	6	10	3	6
Hockey School	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7
Skating Club	0	0	0	0	0	0	9	16	1	2	10	9	10	18	0	0	10	9	19	10	1	1	20	6	4
Rental	4	7	0	0	4	4	4	7	4	7	8	7	5	9	0	0	5	4	13	8	4	2	17	5	5
Adult Shimney	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7
Ice Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7

TOTAL	56	98	12	21	68	60	56	98	18	32	74	65	57	100	6	11	63	55	169	99	36	21	205	60
--------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	------------	----------	-----------	-----------	-----------	------------	-----------	-----------	-----------	------------	-----------

CITY OWNED AREAS UTILIZATION BY USER GROUPS

AREA and USE GROUP	1986-87			1987-88			1988-89			1986-89			Overall Totals	Rank	
	Prime Hrs.	Time %	Total %	Prime Hrs.	Time %	Total %	Prime Hrs.	Time %	Total %	Overall Prime Time	Overall Non- Prime Time	Total			
SCOTT															
Minor Hockey	43	75	8	14	51	45	37	65	0	0	0	37	88	39	1
Public Skating	6	11	6	11	12	11	9	16	0	0	0	9	21	9	2
Ringette	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
School	0	0	6	11	6	5	0	0	0	0	0	0	6	3	4
Hockey School	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6
Skate Club	1	2	0	0	1	1	1	2	0	0	0	1	2	1	5
Rental	6	11	0	0	6	5	7	12	0	0	0	7	13	11	3
Adult Shirey	0	0	6	11	6	5	0	0	0	0	0	0	6	3	4
Ice Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6

TOTAL

56 98 26 46 82 72 54 95 0 0 54 47 110 96 26 22 136 60

TOTALS FOR 2 YEARS

CITY OWNED AREAS UTILIZATION BY USER GROUPS

AREA and USE GROUP	1986-87				1987-88				1988-89				1986-89				Overall Time Total	Overall Nn- Time Total	Overall Rank							
	Prime Hrs.	Time %	Prime Hrs.	Time %	Total Hrs.	Prime Hrs.	Time %	Total Hrs.	Prime Hrs.	Time %	Total Hrs.	Prime Hrs.	Time %	Total Hrs.												
PARKS																										
Minor Hockey	34	60	7	12	41	36	33	58	14	25	47	41	26	46	6	11	32	28	93	54	27	16	120	35	1	
Public Skating	12	21	4	7	16	14	6	11	6	11	12	11	8	14	4	7	12	11	26	15	14	8	40	12	2	
Ringette	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10	
School	0	0	0	0	0	0	0	0	2	4	2	2	0	0	0	0	0	0	0	0	0	2	1	2	0	8
Hockey School	0	0	0	0	0	0	0	0	0	0	0	0	2	4	0	0	2	2	2	1	0	0	2	0	9	
Skating Club	3	5	0	0	3	3	3	5	0	0	3	3	5	9	0	0	5	4	11	6	0	0	11	3	4	
Rental	7	12	0	0	7	6	3	5	2	4	5	4	14	24	0	0	14	12	24	14	2	1	26	8	3	
Adult Shirey	0	0	0	0	0	0	0	0	8	14	8	7	0	0	0	0	0	0	0	0	8	5	8	2	5	
Ice Maintenance	0	0	0	0	0	0	0	0	3	5	3	3	0	0	0	0	0	0	0	0	3	2	3	1	7	
Winter Sports	0	0	0	0	0	0	7	12	0	0	7	6	0	0	0	0	0	0	7	4	0	0	7	2	6	
TOTAL	56	98	11	19	67	59	52	91	35	61	87	76	55	96	10	18	65	57	163	95	56	33	219	64		

A P P E N D I X 2

EVALUATION REPORT:

CORONATION ARENA
81 Macklin
Hamilton, Ontario
(528-8227)

The Coronation Arena is located in an older residential neighbourhood. The complex is similar in design to the Inch Park Arena as the arena is a metal clad structure with concrete block foundation walls. There is an 'L' shaped outdoor swimming pool and a wading pool located adjacent to the arena.

LOBBY

The lobby has a concrete floor, block walls and provides access to a number of rooms. There are several vending machines in the lobby including a coin operated skate sharpening machine. Rooms with access to the lobby include the arena office, storage room and two dressing rooms to be used by both arena and pool patrons.

DRESSING ROOMS

The building is equipped with four dressing rooms, two adjacent to the lobby and two near the arena area. The two rooms near the lobby have perimeter benches and provide access to a check room for swimming. Each room has showers and washrooms and is large enough to accommodate approximately 25 adults. The two smaller change rooms are equipped with smaller shower facilities and are capable of accommodating fewer people. Each of the smaller change rooms is located adjacent to the ice pad.

ICE SURFACE

The rink is approximately 85' x 185' and is not operational during the spring and summer months for ice-related activities. Lacrosse and gymnasium related activities are conducted during the summer on the concrete surface of the rink. The following observations were made during a May, 1989, site visit.

- year round boards (48' high) with tempered glass (4' in ends and 2' elsewhere);
- wooden benches on concrete bleacher areas;
- heaters in bleacher areas;

- electric scoreboard;
- mercury vapour lights;
- plastic floor in area of players benches.

OFFICES

In addition to the arena manager's office located near the lobby there are three smaller rooms used for office/storage space.

STORAGE/UTILITY/EQUIPMENT ROOMS

1. Ice Machine Room

- Zamboni machine located just off ice surface.

2. Referee's Room

- located in hallway leading to ice surface;
- change room used for referees, first aid equipment;
- washrooms located nearby.

3. Storage Rooms

- located near ice surface for mat and equipment storage as well as staff room.

MEETING ROOM

There is one meeting room with capacity for approximately 40-50 people. The room is equipped with tables and chairs but has no kitchen facilities other than a sink.

POOL

- associated with the arena is a concrete pool (outdoor);
- the pool is 'L' shaped with a 8 foot deep end and a 3 foot shallow end.

EVALUATION REPORT:

EASTWOOD ARENA
111 Burlington Street East
Hamilton, Ontario
(529-7556)

The Eastwood Arena is located in an older mixed land use area comprised of residential and industrial land uses. The arena is surrounded by a park area which includes one hard ball diamond, one multi-purpose diamond, one soccer field, and a creative playground. There are approximately 30 parking spaces adjacent to the arena building.

LOBBY

The lobby is fairly large and provides access to the office, storage rooms, washrooms and dressing rooms. There are a number of vending machines in the lobby.

DRESSING ROOMS

The arena is equipped with four dressing rooms; two large and two small. The larger two have capacity for approximately 30 people, while the smaller two are capable of handling 20 people.

ICE SURFACE

The rink is approximately 85' x 185' and is used only during the fall and winter months for on-ice activities. The following observations were made during a May, 1989, site visit.

- new concrete floor and refrigeration system;
- 3 Mycom compressors;
- 2 sets of bleachers;
- electric scoreboard;
- mercury vapour lights;
- penalty boxes beside players benches;
- year round boards (48" high) with tempered glass;
- heater in bleacher area;
- time keepers/scorer's box, heated.

OFFICES

The Eastwood Hockey Association utilizes an office area in the arena.

STORAGE/UTILITY/EQUIPMENT ROOMS

The equipment rooms, ice machine room (Zamboni) and compressor room are all located in the same area of the arena adjacent to the ice surface.

MEETING ROOM

There is a meeting room with capacity for 40-50 people. The room has no kitchen facilities.

EVALUATION REPORT:

SCOTT PARK ARENA
Cannon Street East
Hamilton, Ontario
(544-1071)

The Scott Park Arena is located in a mixed land use area comprised primarily of older residential dwellings, a small amount of commercial, Ivor Wynne Stadium and a secondary school. The arena building shares the site with the secondary school and associated parkland containing three ball diamonds. There is an indoor pool on the site which forms part of the school/arena complex.

LOBBY

The lobby has been recently refurbished and includes a ticket window, vending machines, and access to offices, storage rooms and washrooms.

DRESSING ROOMS

The arena is equipped with four dressing rooms. Each room is approximately the same size and can accommodate between 15-20 people. There are washrooms and a two-head shower in each room.

ICE SURFACE

The rink itself is undersized and measures approximately 75' x 175'. A new time clock is scheduled to be installed in the arena area to replace the existing one. Observations made during a May, 1989, site visit include:

- concrete block construction with solid steel beam cross members;
- small seating area - mainly in corners;
- bright, well maintained appearance;
- ice surface is used on a seasonal basis only;
- summer uses include lacrosse;
- 48" boards, tempered glass.

STORAGE/UTILITY/EQUIPMENT ROOMS

The arena is equipped with the following rooms:

- 1) Referee's Room - change room/washroom for referees
- 2) First Aid Room - well equipped room for the administration of first aid
- 3) Equipment Room - Scott Park Minor Hockey Association stores equipment in the room
- 4) Manager's Office
- 5) Staff Room
- 6) Ice Equipment Room - Zamboni Machine
- 7) Hockey Club/Community Room - capable of accommodating 50-60 people for meetings, etc.

EVALUATION REPORT:

ROSEDALE ARENA
100 Greenhill
Hamilton, Ontario
(549-7502)

The Rosedale Arena is located in the King's Forest Park within a short walk of an established residential area. The Park contains a number of noteworthy features including the King's Forest Golf and Ski Club, soccer fields, six baseball diamonds and four all weather tennis courts located beside the arena.

LOBBY

The lobby is large with a number of rooms located around its perimeter. These include washrooms, snack bar area, manager's office and a staff room.

DRESSING ROOMS

The building is equipped with four dressing rooms, each capable of accommodating between 15-20 people.

OFFICES

In addition to the manager's office, the Rosedale Winter Sports Association occupies a former dressing room which has been converted to an office.

ICE SURFACE

The rink is approximately 85' x 185'. The following observations were made during a May, 1989 site visit:

- ice is removed during summer months;
- there is a large bleacher area capable of seating between 500 and 550 people;
- the boards are left up on a year round basis;
- the boards are 48" high with tempered glass.

MEETING ROOMS

There are two meeting rooms located on the second floor of the arena. The smaller of the two is used not only as a meeting room but also as a judges room during figure skating competitions. The larger room is capable of accommodating 135 people and has a small kitchen and washroom facilities.

STORAGE/UTILITY/EQUIPMENT ROOMS

There are a number of rooms including:

- 1) Referee's Room - located in old dressing room
- 2) Ice Machine Room
- 3) Compressor Room - 2 compressors
- 4) Storage Rooms
- 5) First Aid Room

EVALUATION REPORT:

PARKDALE ARENA
1770 Main Street East
Hamilton, Ontario
(549-4751)

Parkdale Arena is located in an older residential area surrounded by a park with a secondary school on the opposite side of the street. There is an outdoor pool and wading pool associated with the arena. The park contains two asphalt tennis courts, a basketball court, a vita parcour and a creative play structure. Parkdale, Inch and Coronation Arenas are very similar in design.

LOBBY

The lobby is fairly large with a concrete floor, block walls and access to a number of rooms. There are a number of vending machines in the lobby including a coin operated skate sharpening machine. Rooms with access to the lobby include the arena office, storage room and two dressing rooms to be used by both arena and pool patrons.

DRESSING ROOMS

The building is equipped with four dressing rooms, two adjacent to the lobby and two near the arena area. The two rooms near the lobby have perimeter benches and provide access to a check room for swimming. Each room has a 7-head shower and washrooms and is large enough to accommodate approximately 25 adults. The two smaller change rooms are equipped with smaller shower facilities (3-heads) and are capable of accommodating fewer people. Each of the smaller change rooms is located adjacent to the ice pad.

ICE SURFACE

The rink is approximately 85' x 185' and is not operational during the spring and summer months for ice-related activities. Lacrosse and gymnasium related activities are conducted during the summer on the concrete surface of the rink. The following observations were made during a May, 1989, site visit.

- year round boards (48' high) with tempered glass (4' in ends and 2' elsewhere);
- wooden benches on concrete bleacher areas;
- heaters in bleacher areas;

- electric scoreboard;
- no ceiling fans for circulation;
- mercury vapour lights;
- plastic floor in area of players benches.

OFFICES

In addition to the arena manager's office located near the lobby there are three rooms used for storage and office space.

STORAGE/UTILITY/EQUIPMENT ROOMS

1. Ice Machine Room

- Zamboni machine located just off ice surface.

2. Referee's Room

- located in hallway leading to ice surface;
- change room used for referees, first aid equipment;
- washrooms located nearby.

3. Storage Rooms

- located near ice surface for mat and equipment storage as well as staff room;
- 3 rooms for storage of equipment.

MEETING ROOM/COACH'S ROOM

There is one meeting room with capacity for approximately 40-50 people. The room is equipped with tables and chairs but has no kitchen facilities other than a sink.

Page... 3
Parkdale Arena

POOL

- associated with the arena is a concrete pool (outdoor);
- the pool is 'L' shaped with a 8 foot deep end and a 3 foot shallow end.

EVALUATION REPORT:

MOUNTAIN ARENA
25 Hester Street
Hamilton, Ontario
(389-6891)

The Mountain Arena is located in a mixed land use area with residential, commercial and institutional land uses adjacent to the arena. The area immediately behind the arena has 6 all-weather lit tennis courts and along one side of the arena there are outdoor bocce courts. Behind the tennis courts there is a large paved parking area which appears to be shared between the arena and an adjacent apartment complex.

The most significant feature of this arena is its seating capacity which increases its utility as a multi-use facility. The seating area is capable of accommodating over 2100 people on the double-wide chair style seats with backs. This capacity allows for special events such as trade shows, concerts and circuses and also provides an excellent location for Junior B Hockey as well as tournaments. At the top of the seating area a large walkway or concourse area encircles the arena. The walkway provides access to a press box and a concession stand and can also handle standing room crowds while still providing a good view of the ice surface.

The ice surface itself is made of 'jet' ice and measures 87' x 192'. The ice plant consists of 4 compressors located in a large room located under the end seats of the arena. This area is also used for storage and parking for the ice machine (3 Zambonies). The players benches, penalty boxes and time keepers box are enclosed and separated from one another. All areas leading to the ice surface are covered with interlocking rubberized floor mats.

DRESSING ROOMS

There are a total of six dressing rooms in the complex. There are two small rooms with two shower stalls. These rooms are designed for approximately 15 people. The remaining four dressing rooms are arranged in two groups of two rooms each. The two rooms are joined by a common shower room with a 3-head shower. Each of these larger rooms are designed for roughly 20 people and contain bench seating around the perimeter.

EVALUATION REPORT:

MOUNTAIN ARENA
25 Hester Street
Hamilton, Ontario
(389-6891)

The Mountain Arena is located in a mixed land use area with residential, commercial and institutional land uses adjacent to the arena. The area immediately behind the arena has 6 all-weather lit tennis courts and along one side of the arena there are outdoor bocce courts. Behind the tennis courts there is a large paved parking area which appears to be shared between the arena and an adjacent apartment complex.

The most significant feature of this arena is its seating capacity which increases its utility as a multi-use facility. The seating area is capable of accommodating over 2100 people on the double-wide chair style seats with backs. This capacity allows for special events such as trade shows, concerts and circuses and also provides an excellent location for Junior B Hockey as well as tournaments. At the top of the seating area a large walkway or concourse area encircles the arena. The walkway provides access to a press box and a concession stand and can also handle standing room crowds while still providing a good view of the ice surface.

The ice surface itself is made of 'jet' ice and measures 87' x 192'. The ice plant consists of 4 compressors located in a large room located under the end seats of the arena. This area is also used for storage and parking for the ice machine (3 Zambonies). The players benches, penalty boxes and time keepers box are enclosed and separated from one another. All areas leading to the ice surface are covered with interlocking rubberized floor mats.

DRESSING ROOMS

There are a total of six dressing rooms in the complex. There are two small rooms with two shower stalls. These rooms are designed for approximately 15 people. The remaining four dressing rooms are arranged in two groups of two rooms each. The two rooms are joined by a common shower room with a 3-head shower. Each of these larger rooms are designed for roughly 20 people and contain bench seating around the perimeter.

COMMUNITY/MEETING ROOM

A large meeting room (180 person capacity) is located in the complex with access from either a front stairway or via the concourse around the arena seating area. The room has a view of the ice surface and is used primarily as a seniors' meeting room. There are two washrooms, a storage room, cloakroom and a small kitchen in the room as well as shuffleboard courts tiled into the floor.

In addition to the aforementioned facilities there are a number of storage rooms, public washrooms, a first aid room and a large office/staff room located in the complex.

EVALUATION REPORT:

INCH PARK ARENA
400 Queensdale
Hamilton, Ontario
(385-9411)

The Inch Arena is located in an older residential neighbourhood. The majority of the area around the arena is parkland with some residential development occurring adjacent to the arena parking area. The arena itself is a metal clad structure with concrete block along one wall. Adjacent to the arena is an 'L' shaped municipal (outdoor) swimming pool.

LOBBY

The lobby is fairly large with a concrete floor, block walls and access to a number of rooms. There are a number of vending machines in the lobby including a coin operated skate sharpening machine. Rooms with access to the lobby include the arena office, storage room and two dressing rooms to be used by both arena and pool patrons.

DRESSING ROOMS

The building is equipped with four dressing rooms, two adjacent to the lobby and two near the arena area. The two rooms near the lobby have perimeter benches and provide access to a check room for swimming. Each room has a 7-head shower and washrooms and is large enough to accommodate approximately 25 adults. The two smaller change rooms are equipped with smaller shower facilities (3-heads) and are capable of accommodating fewer people. Each of the smaller change rooms is located adjacent to the ice pad.

ICE SURFACE

The rink is approximately 85' x 185' and is not operational during the spring and summer months for ice-related activities. Lacrosse and gymnasium related activities are conducted during the summer on the concrete surface of the rink. The following observations were made during a 15 May, 1989, site visit.

- year round boards (48' high) with newer tempered glass (4' in ends and 2' elsewhere);
- wooden benches on concrete bleacher areas;
- heaters in bleacher areas;

- electric scoreboard;
- no ceiling fans for circulation;
- mercury vapour lights;
- plastic floor in area of players benches.

OFFICES

In addition to the arena manager's office located near the lobby there are three rooms used by the Inch Park Baseball Association for storage and office space.

STORAGE/UTILITY/EQUIPMENT ROOMS

1. Ice Machine Room

- Zamboni machine located just off ice surface.

2. Referee's Room

- located in hallway leading to ice surface;
- change room used for referees, first aid equipment;
- washrooms located nearby.

3. Storage Rooms

- 2 located near ice surface for mat and equipment storage as well as staff room;
- 3 rooms for storage of baseball equipment.

MEETING ROOM

There is one meeting room with capacity for approximately 40-50 people. The room is equipped with tables and chairs but has no kitchen facilities other than a sink.

Page... 3
Inch Park Arena

POOL

- associated with the arena is a 35 year old concrete pool (outdoor);
- the pool is 'L' shaped with a 8 foot deep end and a 3 foot shallow end.

EVALUATION REPORT:

LAWFIELD ARENA
150 Folkstone
Hamilton, Ontario
(387-0505)

The Lawfield Arena is located in a low density residential area on a campus concept site shared with a school and a park. The arena itself is a predominantly brick building identified with a facade sign facing the street. The area surrounding the arena is well landscaped with a parking area located adjacent to the building which appears capable of parking approximately 100 cars.

LOBBY

The lobby is a small concrete floored room with access to a number of smaller rooms including two offices, a concession stand, and a hallway to the dressing rooms and ice surface. There are no benches in the lobby area. Washroom facilities for men and women are accessed through and located adjacent to the lobby.

COMMUNITY ROOM

The Community Room is a rectangular shaped room capable of accommodating 120 persons. In addition to access from the lobby, the room has its own direct external access. Facilities in the room include a small catering kitchen, washroom facilities, storage area and janitors room.

DRESSING ROOMS

There are a total of six dressing rooms located along a hallway which runs parallel to the ice surface (partially under the spectator seating area). Four of the dressing rooms are designed for roughly 15 people and include two shower heads, washroom facilities, perimeter benches and concrete floors with some rubber matting. Space is limited in each of the rooms and there are no areas suitable for equipment storage. The remaining two dressing rooms are larger with capacity for approximately 20 adults. Except for their size they are basically the same as the four smaller dressing rooms.

ARENA AREA

The arena area consists of one ice pad, (192' x 87') a bench seating area for spectators on one side only, and access to a number of utility/equipment/storage rooms. The "Arena" area contains the following:

1. Ice Surface

The ice surface is approximately 192' by 87' and is maintained on a year round basis. The following observations were made during a 15 May 1989, site visit:

- open web steel joist construction overhead;
- concrete block interior;
- well lit - mercury vapour ceiling lights;
- circulation fans in ceiling, ceiling insulated with reflective sheets;
- ice appears to be well maintained, clean;
- 48" boards around rink;
- plexy-glass mounted on boards - 2 feet high on side boards and 4 feet high on end boards;
- unusual shelf exists along top of boards such that the glass is mounted to the outside of the board rather than the inside;
- there is a problem with the flashing along the bottom of boards where they meet the ice;
- each players bench has seating capacity for approximately 25 players;
- penalty boxes and players benches are on same side of rink (opposite bleachers) and they have very little separation distance;
- time keepers area has plexy-glass around it, seats two and has an overhead heater;
- there are 9 goal frames.

2. Bleacher Area - One side of rink

- the bleacher area consists of wooden benches mounted on concrete with no backs;
- the area is heated with overhead heaters;
- the arena operator estimated seating for 200-300;
- the area is easily maintained.

3. Referees Room

- this room is located just off the ice surface and is approximately 8' x 10';
- it is used for storage.

4. Compressor Room

- there are three compressors in the ice plant;
- safety shower located in room.

5. Ice Machine Room

- located at end of ice surface;
- concrete floor with steel gate over large catchbasin;
- workshop area;
- Ice Master ice machine.

6. Paint Room

- storage for paints and equipment.

7. Electrical Room

- contains electrical panels;
- main power switch is not located in electrical room but is expanded on wall beside Ice Machine Room.

8. Garbage Room

- garbage storage room.

OFFICES

1. Arena Manager

- located off main lobby.

2. Arena Employees

- located off main lobby;
- contains lockers for staff.

3. Lawfield Minor Hockey Association

- located along hallway containing dressing rooms.

4. Hamilton/Stoneycreek Skating Club

- located along main hallway.

5. First Aid Room

- used as a referee's room.

HALLWAY AREA

The hallway area, in addition to providing access to the aforementioned facilities, is lined with benches for casual skaters to change their skates. The floors are concrete with no rubber mats.

Page... 5
Lawfield Arena

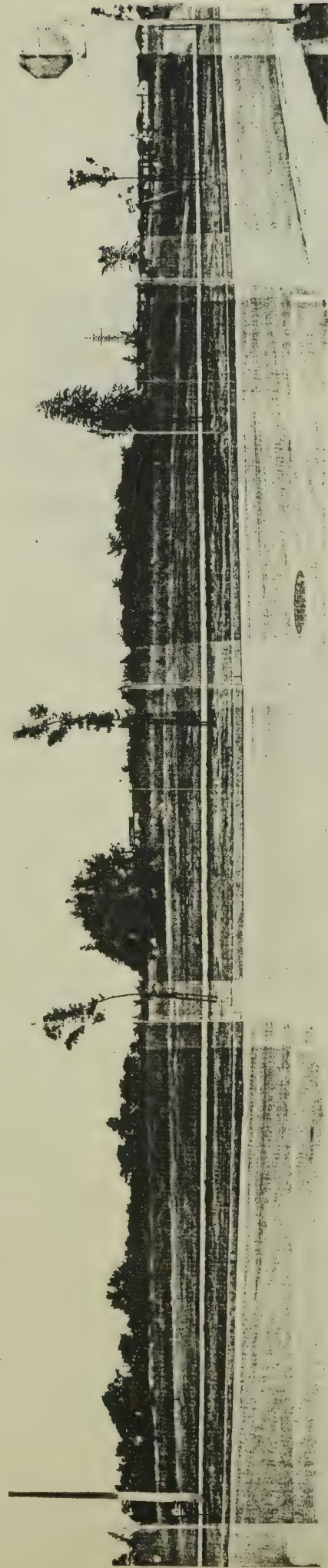
OUTDOOR AREA

Immediately outside the arena there is a children's playground and four all-weather doubles tennis courts.

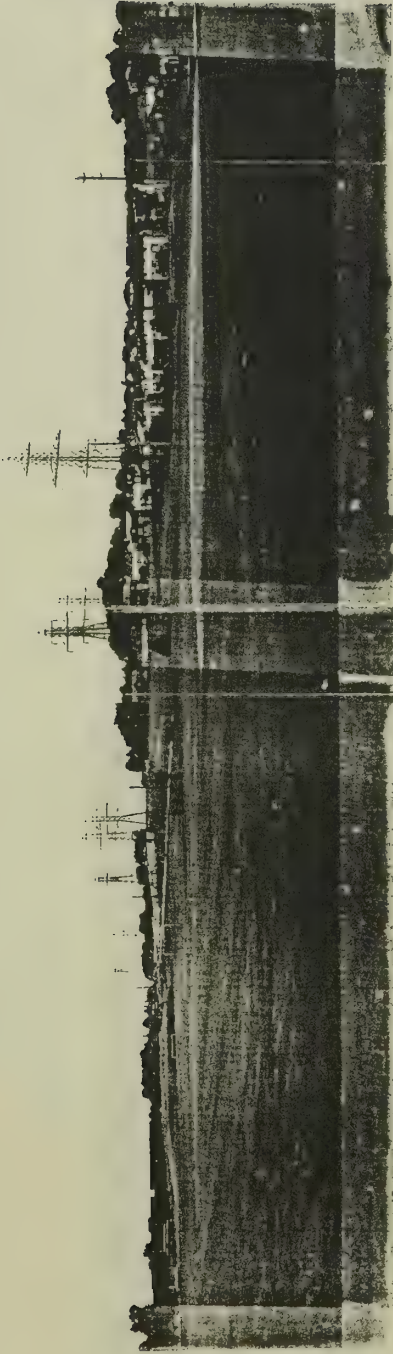
A P P E N D I X 3



MOHAWK PARK



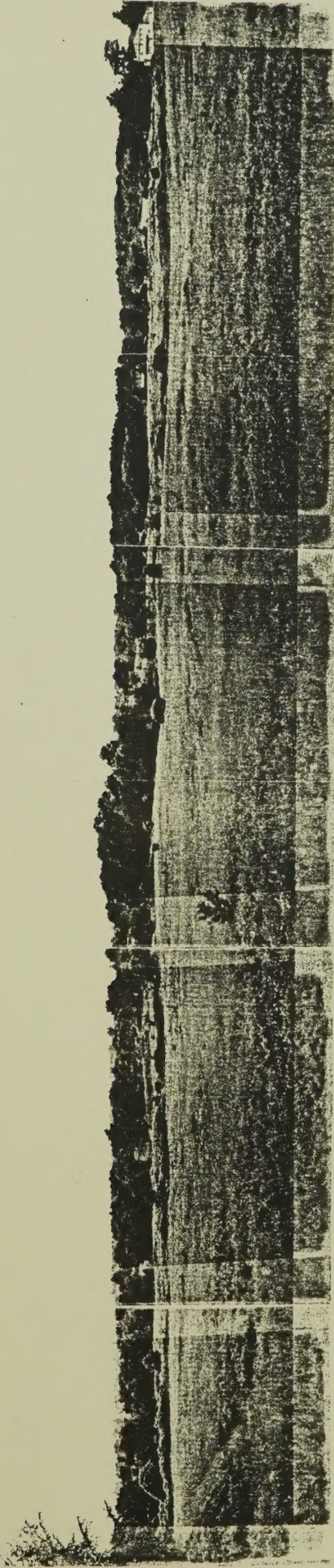
McQUESTON PARK



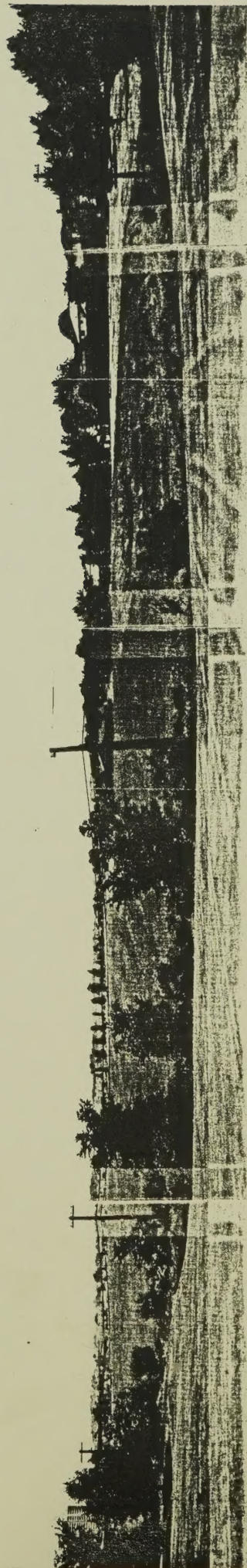
OLYMPIC PARK



Natural area component of Olympic Park



SCHWENGER PARK



CHEDOKE HOSPITAL

HAMILTON PUBLIC LIBRARY



3 2022 21334878 8